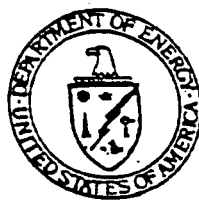




Rocky Flats Environmental Technology Site

FY 95 Work Force Restructuring Plan



August 18, 1995

EXECUTIVE SUMMARY

In January 1992, the President of the United States canceled the requirement for the W-88 weapons system and altered the mission of the Rocky Flats Environmental Technology Site (Site) from one of nuclear weapons production to one focused on cleanup, deactivation, waste management, and preparation for decontamination and the disposition of facilities. A Transition Plan was developed to describe how this would be accomplished. A significant part of this transition process was restructuring the work force employed by EG&G Rocky Flats, Inc. (EG&G), including the Facility, J.A. Jones, Rocky Flats Field Office (RFFO), Wackenhut Services, Inc., (WSI) and other subcontractors, to support the Site's new mission. A recently selected Integrating Management Contractor, Kaiser-Hill, assumed responsibility for the Site, effective July 1, 1995. The FY 1995 work force restructuring includes movement of personnel to jobs related to the new mission and, as necessary, reduction in the Site's employment levels.

Section 3161 of the Fiscal Year (FY) 1993 National Defense Authorization Act gives specific guidance to the Department of Energy (DOE) on work force restructuring and requires that a plan be prepared when it has been determined that a change in the work force at a defense nuclear facility is necessary. The Rocky Flats Work Force Restructuring Plan responds to this requirement. The further objective of providing 120 days' notice to employees and local communities prior to restructuring was met. On November 22, 1994, notice was given that it would be necessary to reduce employment at the Site by 700 positions. Due to contract reform and additional budget cuts, on February 8, 1995, another 120 day notice was issued announcing the need to reduce an additional 1700 positions at the Site by September 1, 1995.

Cost savings generated from the downsizing actions equal approximately \$60,000 in pay and benefits per voluntary and involuntarily separating employees. Of the required 2400 reductions in individuals employed at the Site, approximately 400 individuals accepted positions with Kaiser-Hill's lower tier subcontractors. For the approximate 2,000 individuals actually separating this fiscal year, the total cost savings will be approximately \$118,920,000 a year. The cost savings analysis is contained in Appendix 4 of the Plan.

GOALS

The basic goals of RFFO and its contractors during the required work force restructuring are to maintain a trained work force to accomplish the revised mission of the Rocky Flats Site; to keep involuntary separations to a minimum; to offer the work force retraining opportunities for positions required to meet the new mission, to the extent practicable; and to minimize the impact of the mission change and associated restructuring on the work force and surrounding communities. Stakeholder involvement has been, and will continue to be, an integral part of the restructuring planning process.

Work Force Reduction

Through the transition process, the primary funding source for Rocky Flats' operations has changed from DOE Defense Programs to DOE Environmental Management. Many workers have taken advantage of enhanced training and other Work Force Restructuring Plan opportunities, such as transferring into other jobs on site, thereby reducing the need for involuntary separation. Attrition and internal transfer will reduce the number of workers remaining in the unfunded positions; but even so, a work force reduction of employees is required in FY 1995. The reduction will affect primarily EG&G and Kaiser-Hill. WSI projects minimal downsizing, and J.A. Jones manpower levels should remain stable.

Before laying off employees in surplus positions, Rocky Flats conducted a Voluntary Separation Payment Program (VSPP). This program will hopefully achieve sufficient work force reductions to minimized involuntary layoffs. To the extent that this program does not result in sufficient reductions, hourly employees will be designated for layoff according to their labor agreements, and salaried employees will be laid off based on demonstrated performance, versatility, foreseeable business requirements, impact on affirmative action goals, established company policy, and length of service where other factors are relatively equal.

Programs for Employees Under the New Mission

To the maximum extent possible, job openings for positions related to the new mission are being filled internally. The job bidding system for hourly positions, is established under existing labor agreements, is based on seniority and the minimum qualifications for the positions. Bidders for salaried positions are selected based on the education and experience requirements for the positions. Many hourly and salaried employees already meet the minimum qualifications for many environmental management jobs and may bid on those jobs as they become available.

Employees successfully bidding on environmental management jobs are provided with relevant job-specific training according to job requirements, Federal and State regulations, and Rocky Flats management needs. Work Force Restructuring funds have been approved to expand Rocky Flats training programs in areas that support the new mission.

Employees may upgrade their qualifications through a number of educational opportunities available from local educational providers, including certificate programs, undergraduate degree programs, and graduate-level degree programs. Programs in environmental topics specific to the new Rocky Flats mission have been jointly developed by Rocky Flats and local educational providers, such as Front Range Community College and the Colorado School of Mines. Depending on the program, the cost of tuition and books may be paid by Rocky Flats up front, or employees may be reimbursed upon successful course completion.

Programs for Surplus Employees

Outplacement assistance and retraining options are available to those employees who leave Rocky Flats under voluntary or involuntary separation programs. Counseling services and the utilization of community resources for job placement are part of the out- placement assistance for employees before and after separation. A career assistance center and an outplacement center have been established and staffed to assist employees from Rocky Flats with a variety of services such as a job search skills workshop, a resume preparation seminar, an interview skills seminar, a job identification workshop, financial counseling, a briefing on community services, and resume copying. Separated employees may utilize the training programs identified in this plan after separation to pursue courses within their career fields or in new career fields. The services provided will depend on the individual's specific needs.

Future employment opportunities at Rocky Flats will require review of involuntarily separated workers within the DOE complex using the Job Opportunity Bulletin Board System (JOBBS) database before other outside hiring is considered. The resumes of employees involuntarily separated from Rocky Flats will also be provided to other DOE sites for similar consideration. Relocation assistance for individuals hired at other companies, including DOE sites, will be provided.

Rocky Flats Work Force Restructuring Plan

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INTRODUCTION

This FY 1995 Work Force Restructuring Plan describes the continuing actions that the Rocky Flats Environmental Technology Site is taking to restructure the work force of approximately 6,500 employees to support the new mission for Rocky Flats. Section 3161 of the FY 1993 National Defense Authorization Act gives specific guidance to the DOE on work force restructuring and requires that a detailed plan be prepared when it has been determined that a change in the work force at a defense nuclear facility is necessary. This document is submitted pursuant to Section 3161 plan requirements. It is intended to work with the infrastructure previously established in the FY 1994 Work Force Restructuring Plan under which EG&G (including the Oxnard Facility; J.A. Jones; Wackenhut Services, Inc. (WSI); and other subcontractors) achieved full compliance under RFFO coordination and direction. In addition, a new Integrating Management Contractor, Kaiser-Hill, was selected and began operating the Site on July 1, 1995. Each contractor or subcontractor is responsible for the applicability and implementation of plan elements as appropriate to its circumstances. There is no guarantee that any required future restructuring of the workforce will have benefits equal to or greater than those contained within this Plan.

RFFO, in compliance with Section 3161 of the National Defense Authorization Act, has set a number of basic goals in relation to the required work force restructuring that must take place. These goals include maintaining a trained work force to accomplish the revised mission of Rocky Flats; keeping involuntary separations to a minimum through controlled hiring practices, attrition, and voluntary separation programs; offering the work force retraining opportunities for positions required to meet the new mission; minimizing the impact to the work force and the surrounding communities; and continuing stakeholder involvement as an integral part of the planning process. While these goals have been used as guiding principles in constructing the overall plan, each contractor and eligible subcontractor will request RFFO approval, as appropriate, in determining the application of the benefits and will satisfy any obligations to bargain in this regard with the labor organizations that represent affected employees.

The RFFO created a Transition Plan which was submitted to DOE and Congress in FY 1992, which has subsequently been updated. It describes parameters for the transition of Rocky Flats from a nuclear production facility funded by Defense Programs within DOE to a site funded primarily by Environmental Management. This detailed document is available in its entirety for in-depth review of planned transition activities required at Rocky Flats for the next 5-year period. It also outlined methods to be used for restructuring the work force. The Transition Plan was implemented in FY 1992, and EG&G, the primary Rocky Flats contractor to be impacted in FY 1993, took the initial step of offering an Early Retirement Incentive Program which 487 employees accepted. The initial Rocky Flats Work force Restructuring Plan was then developed for FY 1994. During FY 1994, 690 Rocky Flats employees accepted the VSPP, and another 133 were involuntarily separated.

As a result of the selection of the new Integrating Management contractor, Kaiser-Hill, the VSPP was reopened in June of 1995 to all salaried and hourly employees of EG&G and WSI. As a result, a total of 966 salaried and hourly employees volunteered. On June 28, 1995 Worker Adjustment and Retraining Notification (WARN) Act Notices were given to 300 employees. These individuals were assigned to the Off-site Career Assistance Center and will remain on the payroll until August 28, 1995. Those individuals receiving WARN notices who do not find alternate employment within the 60 day period will be involuntarily separated on August 28, 1995, with normal severance pay. In addition, the hourly bumping process will begin in mid-August and it is estimated that this process may result in approximately 50 additional involuntary separations.

Need for Plan

A number of factors at Rocky Flats result in the continuing need for a Work Force Restructuring Plan.

1. After production work was stopped in FY 1990 on nuclear components, a decision was made that DOE will not maintain any nuclear facilities at the Rocky Flats Site on a contingency basis for possible future production.
2. Consolidation of nuclear materials into fewer buildings is being accomplished to allow reductions in security, fire watch, monitoring, and other related operations in the buildings from which the materials are removed.
3. A decision was made that all non-nuclear production work would cease by the end of FY 1994, rather than FY 1995 as originally planned. Any remaining non-nuclear production work at the Site will be transferred to Allied Signal in Kansas City. Because of the revised non-nuclear production cessation date, many production workers are being transferred to other positions as quickly as possible to make the most effective use of their abilities. Although 135 individuals affected by this decision accepted the Voluntary Separation Payment Program, approximately 400-500 additional workers will be affected in FY 1995 once the transition to Kansas City is complete. A portion of the 400-500 workers was a part of the 700-person reduction, and the remainder will fall under the additional downsizing of 1700 positions.
4. Initial budget forecasts for FY 1995 originally indicated that approximately 700 positions would no longer be funded. Further budget reductions and contract reform resulted in 1700 additional positions being affected, for a total of 2400. Included within the 2400 are individuals who accepted positions with lower tier subcontractors. These work force estimates made it clear that attrition and attempts to transfer as many workers as possible would not be adequate. While EG&G was responsible for the reduction of the 700 positions, EG&G and Kaiser-Hill accomplished the downsizing of the additional 1700. In addition, during FY 1995, transfers and internal union bumping procedures will impact many more employees by moving them to new positions which will require retraining based on qualifications and/or seniority.

Assumptions

Basic assumptions were required for planning purposes and costing of the Plan. These assumptions include the following:

1. At this time it is not anticipated that the FY 1995 budget will not be reduced further. A copy of the budget summary is in Appendix 1.
2. Funding to support work force restructuring activities not funded by other Federal/ State entities will be provided by DOE, from the money set aside for work force restructuring in FY 1995, and/or from the Environmental Management Program.

3. To the extent possible and consistent with efficient operations, continued emphasis will be placed on reducing subcontractor services and non-labor expenditures so that the work force reductions are minimized.

WORK FORCE PLANNING

Work force planning is a key element in assuring that work force restructuring can be accomplished using a systematic strategy to achieve Rocky Flats requirements. The work force needs have been analyzed after validation of the FY 1995 work packages and incorporation of the results of the FY 1994 Voluntary Separation Payment Program to determine classifications of workers who will be impacted. In addition, pursuant to DOE direction, control, and review, Kaiser-Hill conducted a detailed manpower analysis to determine skill mix needs as well as those positions which need to be downsized as part of the additional 1700. Specific titles of the positions of those employees who will be required and those who will be surplus are defined.

The methods of the internal movement of personnel from areas of excess to areas of need are outlined. Employee and community notification requirements, as required by Federal laws and DOE Orders, as well as the associated schedule and review process, are specified. The cost estimates and potential funding sources related to the requirements are given.

Work Force Analysis

Contractor input is a necessary first step in the work force analysis. DOE, however, recognizes its obligations to oversee and independently assess information provided. DOE and EG&G cooperated to produce Appendix 2 which shows the job category changes projected from current budget based estimates by EG&G with respect to the initial 700 reductions. Appendix 3 includes a detailed manpower analysis of the existing work force conducted by Kaiser-Hill in cooperation with DOE for the remaining 1700 and a description of DOE's role in the development of that analysis. Initially, DOE RFFO provided Kaiser-Hill guidance on the format and methodology to be used for conducting the analysis. Several meetings were held throughout the process in which DOE RFFO continually reviewed the progress and findings of the analysis in order to assure that the analysis was being conducted in the appropriate manner. DOE RFFO and the DOE Office of Worker and Community Transition reviewed and approved the final analysis. Equal Employment Opportunity/Affirmative Action and diversity requirements played a key role in the work force analysis process. Representatives of the United Steelworkers of America met with Kaiser-Hill representatives to assist in ensuring the accuracy of the data regarding the work force represented by the United Steelworkers of America. A similar procedure was followed with EG&G with the initial 700 reductions.

Each site contractor and eligible subcontractor will implement this Plan if they require work force restructuring. The prime contractors experienced major reduction in force during this fiscal year. Any changes in contractor projections will result in those entities using the programs described in this Plan to accomplish the necessary downsizing.

Impacted Classifications

This Plan applies to all Rocky Flats' contractors and eligible subcontractors. However, it is apparent from the information in Appendices 2 and 3 that Prime contractors experienced significant impact and that all work categories were impacted during the work force restructuring to be accomplished during FY 1995. Regardless of retraining and transfer efforts, the budget will support only a smaller population that is less than currently exists at Rocky Flats. The impacts are projected to include a wide variety of job classifications.

Eligibility

This Plan is created in response to Section 3161 of the FY 1993 National Defense Authorization Act to minimize the impact on employees affected by restructuring. Employees who meet the job attachment test listed below can utilize the appropriate benefits within the Work Force Restructuring Plan. The schedule of work force restructuring benefits is detailed in Appendix 10. Periods of service as to which an employee has previously received severance or separation pay will be deducted from the periods of service for which payments are calculated under this Plan.

Regular Employees

1. The employee must have been working at a defense nuclear facility on September 27, 1991;
2. The employee must have worked full-time (or regular part time) at a facility from that date through November 22, 1994 (first 120-day notice) or February 8, 1995 (second 120-day notice); and
3. The employee must have accepted a voluntary separation incentive or have been involuntarily separated as a consequence of the work force restructuring notice set out in number 2 above, upon which the employees relies to establish eligibility.

Intermittent Workers Including Construction Workers

1. The employee must have worked at a defense nuclear facility on or before September 27, 1991;
2. The employee must have worked at the facility within 180 days preceding the work-force restructuring notification of November 22, 1994 or February 8, 1995;
3. The employee must have worked at the facility a total number of hours, including time worked prior to September 27, 1991, equivalent to an employee having worked full time from September 27, 1991 through November 22, 1994, or February 8, 1995, depending on the date the employee used to establish eligibility, or have actually worked the local industry standard of full time from September 27, 1991 through November 22, 1994 or February 8, 1995, depending on the date the employee uses to establish eligibility;
4. The employee's job must be affected as a result of the announced work force restructuring. For an intermittent employee, this would mean the termination of a project or the completion of the assignment or project without prospect for a follow-on assignment at the site.

Colorado Building Trades craft workers who meet the eligibility requirements shown above will be eligible for a one-time special 3161 payment of 6 weeks pay at the base hourly wage rate times the industry standard for each craft shown in Appendix 8, relocation, tuition reimbursement, and Career Assistance Center services. Any Building Trades craft worker who accepts the 3161 benefit will not be eligible for rehire by the site subcontractor for a period of 1 year unless they pay back the voluntary separation payment to DOE. Their separation must have been a result of actions taken due to defense nuclear facility restructuring.

Support Service Contractors (SSC) are separated into two categories:

1. Those employees whose Task Order or Contract is ending, or they were displaced because they did not take a job with the new contractor, would be eligible for out-placement center access and would be placed on the priority hiring list for six months.
2. SSC's who were displaced because their position was converted to a Federal position will be eligible for outplacement center access, placement on the priority placement list for six months.

None of these benefits resulting from Section 3161 will be made available to employees who are re-employed by another site contractor or the Federal government.

Maximize Use of Existing Staff

Management personnel of the various contractor organizations at Rocky Flats are fully committed to taking necessary measures to maximize utilization of the existing work force to the extent consistent with efficient and effective operation. One method to accomplish this has been to minimize outside hiring. As discussed in the "External Placement and Relocation Assistance" section, exceptions will be made for individuals with critical skills that do not exist at Rocky Flats and for positions which have no interested Rocky Flats bidders who are qualified or can reasonably become qualified.

Where current employees have interests in positions but do not have the minimum qualifications, the jobs will be restructured to accommodate their current qualifications or training programs utilized to provide minimum qualifications, if feasible. Internal transfer of employees from areas of excess to areas of need are being accomplished wherever possible.

Methods of Internal Movement of Personnel

The internal posting and bidding systems of the contractors provide the major method of achieving internal movement of employees within Rocky Flats. Open positions are posted for seven days for interested employees to review and express interest by signing the postings. If sufficient numbers of qualified bidders do not sign the initial posting, it is reposted for a second seven-day period. Posting boards are centralized so that all open Rocky Flats positions with all contractor and subcontractors are known by all employees. First preference is given to employees of the company which posted the job.

The job bidding systems for hourly positions have been negotiated in the various labor agreements. Under the current labor agreements, an hourly employee bidding on an hourly job is given the position if he/she is the most senior qualified bidder. If no hourly employee bids, the position is filled by hiring an employee from outside the bargaining unit.

Employees who are bidders on salaried positions are selected on the basis of the best qualifications. The hiring manager determines the overall best match for the position from among the bidders by evaluating the education, experience, performance, and human relations skills of the bidder. The most qualified candidate is then offered the position. If the candidate rejects the position, the manager offers the position to the next best qualified candidate. If an internal qualified employee does not accept the salaried position, the manager may hire from the outside with appropriate approvals. Candidates from other DOE complex locations will be given first consideration. (See "Preferential Treatment of DOE Complex Employees" Section, Page 19.)

In the current Rocky Flats situation, outside hiring is being held to a minimum. Departments are being strongly encouraged to take people from an area of excess to an area of need. Managers with open salaried positions are encouraged to take minimally qualified candidates to fill their openings to avoid hiring off-site. Retraining of employees is being used to bring employees up to full qualifications for the new positions, as well as to enhance the skills of fully qualified individuals in those positions. Minimum qualifications for various positions are being continuously examined during this downsizing period to assure they are accurate and necessary.

To facilitate movement of personnel, some positions are being restructured to accommodate candidates with lesser qualifications. Job-specific training is utilized after a person meets minimum qualifications. Many of the hourly positions to which bargaining unit employees may bid or bump, pursuant to applicable collective bargaining agreements, will require entry into a classification which involves minimum qualifications of a high school diploma or General Education Diploma plus two semesters of high school or one college semester of algebra, chemistry, and/or physics. For at least the Radiation Control Technician, both chemistry and physics are necessary. As set forth in greater detail below, educational opportunities to meet the minimum qualifications are currently being provided to employees.

Classes are currently being offered in chemistry, physics, and algebra at the Rocky Flats Institute and local community colleges both on company paid time and during employees' off hours as determined by company requirements. Employees requiring these classes are being encouraged to take these courses in order to fulfill the minimum requirements for new positions.

Employee and Community Notification Requirements

Pursuant to Section 3161 of the National Defense Authorization Act of Fiscal Year 1993, a 120-day notice to employees at the work site and to surrounding communities when work force restructuring should be issued when work force restructuring will be necessary at a facility. As discussed previously, work force restructuring is required at Rocky Flats during FY 1995. The 120-day notice and announcements (see Appendix 7) were issued to employees, communities, and stakeholders, as required, on November 22, 1994 for the downsizing of 700 positions and February 8, 1995, for the additional 1700 positions. Letters were sent to each individual Rocky Flats employee and Oxnard employee by his/her direct employer, and Rocky Flats announcements and bulletins were issued to keep employees fully informed. In addition, newspaper articles were published before and after the 120-day notices, encouraging stakeholders and employees to participate in the planning process for work force restructuring.

Under certain conditions, the Worker Adjustment and Retraining Notification Act (WARN) requires notification at least 60 days prior to layoff or site closure. WARN Act notification is generally required when there is a layoff of 33 percent of the employees totaling 50 or more at a single site of employment or a total of 500 or more employees, or when there is a "plant closing" resulting in a loss of employment for 50 or more employees in a 30-day period. The lay off of the 1700 employees at the Rocky Flats Site required WARN notices. The closure of the Oxnard Facility planned for December of 1995, will require WARN Act notification as a plant closing.

Work Force Transition Program

The Work Force Transition Program is designed to provide service to employees who are displaced as a result of the change in mission or restructuring process and to minimize the numbers of employees who will be required to leave the site involuntarily. Staff are available to work individually with employees to explore their options. The program options are as follows:

1. Integration into another job area on site.
2. Participation in site training to enhance job skills marketability for on-site positions based on the site's future needs.
3. Use of Career Assistance Center services to increase marketability for off-site as well as on-site jobs.
4. Reliance on temporary assignments, including those to special assignments.
5. Invitation for those who do not meet future site requirements to apply for the Voluntary Separation Payment Program.

Work Force Restructuring Schedule and Review Process

A requirement of Section 3161 of the FY 1993 National Defense Authorization Act is that a work force restructuring plan will be developed in consultation with affected stakeholders after a determination that a change in the work force will be required at defense nuclear facility. This document has been created to meet those review requirements. A Voluntary Separation Payment Program was implemented prior to involuntary layoffs occurring.

Funding Sources

Cost estimates for work force restructuring activities are shown in a matrix in Appendix 6. These expenditures are required to assure efficient and effective use of all monies. In those instances where there are ongoing activities paid for by the contractors, only the incremental increases in costs which result from implementation of this plan will be charged to the DOE Work Force Restructuring Plan. Any programs unique to work force restructuring, for example, the Voluntary Separation Payment Program, will be fully charged to DOE funds.

Rocky Flats operating funds supplemented by Work Force Restructuring funds will be utilized to achieve the retraining for ongoing Rocky Flats positions whether internal or external training resources are used to prepare employees for new positions. Rocky Flats employees, along with the Job Training Partnership Act contractor personnel, will also help to staff the Outplacement Center, process all voluntary separations, administer transfer and retraining efforts for surplus workers, and provide skills enhancement services.

Job Training Partnership Act funds of \$2,100,000 from the Defense Conversion Act funds were granted by the Department of Labor to the State of Colorado's Governor's Job Training Office for use in retraining surplus Rocky Flats workers. These funds cannot be utilized until individual employees have been targeted for layoffs. Job Training Partnership Act funds are used for the retraining of individuals who already possess the minimum job skills.

LABOR/MANAGEMENT COUNCIL

In anticipation of possible work force reductions and at the suggestion of the Governor's Job Training Office, which has been involved in a number of downsizing efforts in Colorado, Rocky Flats formed a Labor/Management Council comprised of three EG&G salaried representatives; three EG&G United Steelworkers representatives; one WSI salaried representative; one WSI United Government Security Officers of America (UGSOA) Union representative; one J.A. Jones representative; and one Colorado Building Trades representative. DOE representatives from RFFO provide advice and guidance to the Labor/Management Council. These representatives may also serve as mediators or facilitators in cases of tied votes or internal dispute within the Labor/Management Council.

The Council's charter is to provide oversight for the retraining of surplus Rocky Flats workers, to assist in the operation of the Career Assistance Centers discussed in the Outplacement Assistance Section, and to provide support for restructuring activities.

The Labor/Management Council is the coordination point with the Governor's Job Training Office in requesting Job Training Partnership Act monies and other retraining monies from the Department of Labor. They also oversee the expenditures for special services and tuition reimbursement monies from DOE supplemental funds to separated workers. They act as the conduit for the Department of Labor funds to be allocated directly for Rocky Flats to be administered through other Job Training Partnership Act partner agencies. DOE establishes the overall policy and ground rules by which the Labor/Management Council approves Plans of Studies for workers requesting educational reimbursement not related to site activities or which utilize Department of Labor funds. Any Plan of Studies accepted has to be approved on the basis that it will increase the individual's marketability in the local area and be accomplished within a reasonable period of time. Funds from DOE will be used to supplement the Job Training Partnership Act funds as required. The Labor/Management Council will be responsible for assuring that all funds are used efficiently and expended effectively to obtain the greatest benefit to the largest number of affected employees.

The DOE RFFO established the RFFO Work force Restructuring Board of Appeals as a means to ensure that the actions and decisions of the Labor/Management Council and contractor management are fair, equitable and consistent with the approved Work force Restructuring Plan and Section 3161 of the National Defense Authorization Act. The Board is comprised of DOE employees and serves as a neutral party. All Board decisions are final. DOE retains oversight over all restructuring activities on Site to ensure their full conformance with the purposes and policies of Section 3161.

The Labor/Management Council has also formed a group of Peer Displacement Advisors from the participating organizations. They provide an additional information channel to employees in the workplace about work force restructuring activities.

CONTRACT REFORM AND CHANGEOVER

DOE contract reform is creating a new way of performing work at the Rocky Flats. This has been formalized in the Site operations contract that was recently awarded to Kaiser-Hill. Kaiser-Hill assumed responsibility for operations at the Site on July 1, 1995. Employees who were not selected for continuing employment with Kaiser-Hill or its direct subcontractors during the contract changeover were eligible for the VSPP. Employees who chose not to apply and who do not receive offers of employment from Kaiser-Hill may be involuntarily laid off with severance pay depending upon continuity, mission requirements and staff remaining after the VSPP, as described below. Under each situation the employee will be eligible for the benefits described elsewhere in the Plan.

RESTRUCTURING GOALS

All Rocky Flats contractors and eligible subcontractors have a clear goal of maximizing retention of critical skills within the work force and minimizing the numbers of involuntary reductions required to achieve the necessary work force restructuring. Proper management of the personnel reduction process is crucial to long-term health of the facility. Rocky Flats contractors plan to establish phased programs which encourage internal movement from areas of excess to areas of need and encourage all downsizing to be accomplished on a voluntary basis. Involuntary layoffs will only be used when all other restructuring and reduction options have been exhausted.

Voluntary Separation Payment Program

As noted above, the Plan offers a VSPP in hopes that all reductions in work force will occur voluntarily. While this program has a significant cost impact, it is needed to attract the required number of employee reductions necessary in FY 1995. Effective February 1, 1995, individuals taking the VSPP cannot return to work at Rocky Flats with DOE or another contractor or subcontractor for one year unless they pay back their voluntary separation payment to DOE. The VSPP is described in Appendix 5.

Involuntary Separation Process

The process for involuntary separations is outlined by each contractor in its policy manual for salaried employees and in the labor agreement for hourly employees. Generally, the retention status of each salaried employee is based on demonstrated performance, versatility, foreseeable business requirements, impact on affirmative action goals, and length of service (where other factors are relatively equal). Retention lists are reviewed and approved by the organization's management.

Salaried Employees

A detailed analysis will be conducted within all major groups of employees by EEO-1 categories as established by the Equal Employment Opportunity Commission to determine where under-utilization currently exists and to address those under-utilization's where possible during the downsizing of the facility. At a minimum, care will be taken to assure that there is no disproportionate impact on equal opportunity as a result of the restructuring effort. The goal is to improve the situation. A final report of the impact on all protected groups will be developed for each contractor's management to review prior to any salaried involuntary layoffs.

Hourly Employees

Any hourly employees impacted will be laid off by using the applicable portions of the labor agreements in effect.

Attrition

Attrition for Rocky Flats contractors normally runs four to six percent per year and would normally eliminate approximately 420 people. However, attrition was not a major factor during FY 1995. Recent experience with the EG&G FY 1994 VSPP's and involuntary reductions indicate such programs reduce later turnover rates. Because the VSPP was offered at the beginning and end of FY 1994, most employees who had intentions of leaving Rocky Flats during FY 1994 did so by taking the VSPP.

Because this program will extend well into FY 1995, attrition may be as little as one to two percent, eliminating only 75 to 150 people. It is anticipated that these limited numbers will be replaced by required hiring to fill critical and necessary positions which current employees are unable or unwilling to fill. For this reason, no reduction in total numbers of voluntary and involuntary separations is shown in funding calculations for attrition.

Health Insurance Benefits

Health insurance benefits for separated employees vary by company and by negotiated labor agreements. However, extended coverage for eligible employees has been approved. Eligible employees are employees who either voluntarily or involuntarily separate and are not eligible for such coverage under another employer's group plan, including that of a spouse, or for Medicare coverage. The following benefits will be provided for eligible employees in the existing Plan.

- | | |
|-----------------|---|
| Year 1 | - Full coverage at contractor or subcontractor expense.
Eligible separated employees will be required to pay the same contribution as current employees. |
| Year 2 | - Full coverage with the worker paying one-half of the applicable Consolidated Omnibus Budget Reconciliation Act (COBRA) rate. |
| Year 3 & Beyond | - Full coverage with the worker paying the full COBRA rate. |

The COBRA rate is that rate effective for the requested period of continued coverage, as authorized by the Act, as amended. Employees participating in the work force restructuring program will be subject to any periodic adjustments in the COBRA rate, and their costs will be modified accordingly.

Both voluntarily and involuntarily separated workers are eligible to participate in this Displaced Worker Health Benefits Program. Alternatively, employees may elect to continue as members of their current health insurance groups for as long as they choose to participate at the full COBRA rate, including any future cost escalation. Separated workers who are ineligible for coverage under the DWHBP because they have access to other group insurance or Medicare coverage may elect COBRA coverage. This ensures their future health insurance coverage and covers the possibility of other employers' reticence to hire Rocky Flats workers who might have long-term health issues.

TRAINING FOR THE RETAINED WORK FORCE

It is the goal of the prime contractors and RFFO to provide training and educational opportunities for employees who are retained at Rocky Flats under the environmental management mission to help these employees meet new mission requirements. As training needs become available from various line and support organizations, the current training and educational programs and the necessity for new programs will be evaluated. Modifications to existing programs will be made to maintain up-to-date programs which meet emerging training and educational needs.

Retained Work Force Training Process

Increased training for retained workers will be required. The job classification entry standards have not been changed, but training on company time has been provided to assist individuals impacted by work force restructuring to meet minimum qualifications. Additional training will then enable them to become fully qualified. Internal movement will increase training requirements substantially as employees transfer and bump into new positions as the restructuring occurs.

Definition of Job Requirements

Desired education and experience qualifications for jobs at Rocky Flats are defined in contractor documents. These qualifications are posted when jobs are announced through the contractors' internal job posting systems. Equivalent job experience may substitute for the educational qualifications in many positions.

Establishing Employee Qualifications

Salaried and hourly employees who possess the minimum education and experience qualifications needed to transfer into different jobs are considered as candidates. After selection and transfer, these individuals will be provided site-specific and job-related training, as determined by line organizations and the training departments, according to requirements associated with each job, Federal and State regulations, and Rocky Flats management needs. In any case, the employee's existing knowledge and skills are enhanced to move the employee toward the desired qualifications.

Upgrade of Educational Qualifications to Meet Minimum Job Requirements

Many salaried employees possess the minimum education and experience qualifications for placement in jobs under the new mission. This is particularly true for scientific and engineering jobs where the minimum qualifications are the same for different project areas. However, some salaried employees will need to upgrade their educational qualifications in order to facilitate transferring to these needed positions.

Some hourly employees also possess the minimum education and experience qualifications to enter different jobs. Minimum educational qualifications for many of the jobs include a high school diploma or equivalent, and all or some combination of high school mathematics, algebra, chemistry, and/or physics. The minimum education requirements have been augmented during the last few years, and some employees will need to upgrade their educational qualifications in order to move to different jobs.

For those employees whose educational qualifications need upgrading, to meet minimum job requirements, courses are available through the Rocky Flats Institute and education reimbursement programs. To date, participation in these programs has taken place during off-work hours.

At the discretion of the company, in order to facilitate opportunities for displaced employees to bid on open jobs or bump into other positions, the M&O and Integrating contractors also provide course work on company time. This opportunity is only available to those surplus employees electing to bid on open requisitions or who bid into a position for which they do not meet the minimum educational qualifications.

Any position which has been posted and remains open may be filled by either an hourly or a salaried employee. Employees will be provided with the minimum educational qualifications through completion of sequential high school equivalency courses of study in math, algebra, physics, and chemistry.

It is estimated that the length of an average course module for math, algebra, chemistry, or physics is approximately four to six weeks. Therefore, an employee with any minimum education needs would be enrolled in this program for a minimum of four weeks. However, if an employee needs to take all the modules, the required length of time to complete the program may be up to 12 weeks. Other opportunities to upgrade the minimum qualifications of employees on company time also exist. The contents of these upgrades are expected to be diverse, ranging from computer software courses to individual courses in project management, and environmental engineering, laws, and policies.

Therefore, each case will be handled individually. Course work will be designed to assist employees in meeting the qualifications of specific jobs they hold, and enrollment arrangements with local educational providers will be utilized. It is expected that this program will provide, for example, Rocky Flats engineers the necessary qualifications to move into environmental engineering positions. This may be a civil engineer who requires an additional number of credit hours of college course work to fully qualify as an environmental engineer.

Retained Work Force Training Programs To Meet Full Job Qualifications

Once employees meet the minimum education and experience requirements for jobs at Rocky Flats, they are required to attend the Rocky Flats site-specific and job-related training.

This on-site training is provided through each contractor's training organization, in cooperation and conjunction with line and support organizations. The training is designed according to the requirements associated with the job, Federal and State regulations, and Rocky Flats management needs.

Historically, the training has been funded through the operating budget. However, the scope of this training is expected to increase due to the increased number of job transfers during restructuring and retraining under the new mission. In order to retain the maximum number of workers for jobs under the Environmental Management mission, supplemental funds will be used for training enhancements for the existing work force to meet Rocky Flats site-specific and job-related training requirements. The supplemental funds will be used to develop and deliver additional health and safety, and Environmental Management training programs.

Additionally, the funds will augment the current training, and line and support qualification staffs so that maximum movement of the work force can be realized through the on-site training and qualification program requirements throughout Rocky Flats. These supplemental funds will cover only the increase over normal training costs.

Apprenticeship Programs

Due to budget constraints in recent years, the Rocky Flats Apprenticeship Program has been limited. Currently, there are two EG&G programs in which employees are enrolled. These include the apprenticeship programs for Stationary Operating Engineers and Electricians. Apprenticeships will be used as a future training option as needs dictate.

Rocky Flats Institute

As proposed in the Rocky Flats Mission Transition Plan, July 1992, the Rocky Flats Institute was reinstated in September 1992 to assist employees in preparing for current jobs under the Environmental Management mission. The Institute is currently funded and available to the Rocky Flats employees after work hours. Its courses are delivered by Front Range Community College.

The Institute offers an Associate of Science degree in Hazardous Materials Technology and certificate programs in Radioactive Waste Management and Hazardous Materials Technology. A new certificate program was developed in the growing field of Hazardous Material Bioremediation and began phased implementation in the Fall of 1993.

The program expands the current content in the Institute's curricular areas of hazardous materials and radioactive waste management through inclusion of an environmental restoration curriculum in the growing field of hazardous material remediation. The program includes a basic biological science education and applies this knowledge to the biological remediation of hazardous material releases into ground water, surface water, and soil. This is the first program of its kind in the DOE Complex.

In addition to the Associate of Science degree program and the certificate programs, the Rocky Flats Institute offers individual courses for example, in the areas of health physics, general mathematics, algebra, physical science, environmental health and safety, introduction to environmental laws and policy, introduction to hazardous material management, waste minimization and recycling, introduction to treatment storage, and disposal of hazardous materials.

Employees can utilize the Institute to enroll in mathematics, algebra, and chemistry of hazardous materials courses as a way to augment their educational qualifications. The enrollment of the Spring 1994 semester increased approximately 25 percent over the enrollment of the Spring 1993 semester. The enrollment is expected to increase by 15 percent in FY 1995 as employees continue supplemental education efforts as a result of downsizing, restructuring, and retraining. It is anticipated that enrollment will be further increased as employees of WSI and J.A. Jones, as well as surplus workers who have been voluntary and involuntary separated, begin to participate.

As a result of the positive response of the work force to the Institute, and the applicability and timeliness of the Institute programs and courses, it is expected that the Rocky Flats Institute will continue to be one of the most successful programs for retraining the work forces of the prime contractors, and eligible subcontractors, as well as surplus employees. Therefore, this Plan supplements the existing operating budget in order to expand the Rocky Flats Institute and cover the additional incremental costs.

Education Reimbursement Program

Contractor employees continue to take advantage of various off-site educational programs through the education reimbursement programs. The programs provide employees with opportunities to pursue individual courses of study designed to make them more marketable at the Rocky Flats Site. These courses are delivered at local accredited educational institutions. Education reimbursement dollars are normally utilized to assist employees in pursuing vocational certificates, undergraduate and graduate degrees, as well as individual courses to supplement their educational qualifications. These programs, however, also can provide the professional work force with knowledge in areas such as environmental engineering in support of the new mission of Rocky Flats. The flexibility of this program makes educational opportunities attractive to a work force that is preparing for downsizing and restructuring.

Effective at the beginning of FY 1993, reimbursement of costs for College Level Examination Program tests and life experience credits became allowable under the Education Reimbursement Program. Such credits generally cost less than regular tuition and permit eligible employees to progress through educational programs more quickly. Previously, the costs of these tests and credits were not reimbursable. This change is a cost benefit to DOE. Currently the programs are funded through the operating budgets.

Education Reimbursement Briefings

Education reimbursement briefings are being delivered to employees. The briefings consist of an explanation of the administrative steps that are necessary in order for employees to access the education reimbursement programs. The briefings will be conducted frequently throughout FY 1995 as part of the restructuring and downsizing efforts.

Skills Enhancement and Tutoring Services

Services available for prime contractor employees include skills enhancement and tutoring for the courses provided by Organizational Effectiveness, including skills enhancement and tutoring in the areas of general employee training, area-specific training courses, and job-specific training and qualification programs. Under selected circumstances, skills enhancement and tutoring encompass the basic skills of reading, writing, and mathematics/algebra. This program will continue during FY 1995. In addition to the services of Organizational Effectiveness, employees enrolled in the Rocky Flats Institute are provided with skills enhancement and tutoring by Front Range Community College. Those employees enrolled in courses through the Education Reimbursement Program can access the skills enhancement and tutorial services that are provided by the individual education institutions in which they are enrolled.

Rocky Flats Site-Specific and Job-Related Training

Area-specific training provides instruction relative to building assignments, area access needs, and specific work areas. The courses include health and safety related topics required by the Code of Federal Regulations. Job-specific training, including both classroom and on-the-job training, provides instruction in the unique aspects of individual jobs. Job-specific training may include training in fundamental scientific principles (e.g., chemistry, physics, health physics, mathematics), job procedures, and safety and technical information, such that a job incumbent is able to perform a job correctly and safely while working with limited supervision before the training is complete.

The numbers of hourly employees in training programs are expected to increase by approximately 200 as employees bid and bump into new classifications as a result of downsizing and the administrative bid and bump requirements set forth in the current labor agreement.

Historically, the operating budget has supported the training costs for training programs under a normal rate of job transfer due to attrition. The operating budget will be used to support the portion of the training costs associated with normal attrition and movement rates, and DOE supplemental funds will support the portion of training costs that are estimated to be a result of the work force restructuring and downsizing effort, not to exceed \$10,000 per employee.

Organizational Effectiveness

EG&G's Organizational Effectiveness organization, in cooperation with line and support organizations, developed and delivered comprehensive training courses for employees (see "Training for the Retained Work Force" Section). Many of these courses implement Federal and State regulatory training requirements in areas such as worker health and safety, environmental safety, waste minimization, and waste management. Because the courses are directly applicable under the new mission, Kaiser-Hill will continue to implement the courses. They will also develop additional training as needed by the Environmental Management mission.

Other Available Environmental Courses and Programs

The Rocky Flats Mission Transition Plan, Appendix I-2, July 1992, stated that a masters program offering a technical curriculum in the areas of Environmental Science and Engineering had been proposed as a joint effort between Rocky Flats and Colorado School of Mines. This program was implemented in FY 1993 on the Colorado School of Mines campus for those employees who met the entrance requirements. Seventy individuals are enrolled in FY 1994 and it is anticipated the number of students will remain the same for FY 1995.

Undergraduate programs in environmental areas available through the Education Reimbursement Program are being developed at area universities and colleges. A program that has been offered and will continue to be offered is a masters degree program that provides selected courses of study in the area of Health Physics through the National Technological University, a national consortium of 41 schools. Currently 15 Rocky Flats employees are enrolled in this program.

Additionally, masters and certificate programs in Environmental Management and Policy are offered through the University of Denver. Employees can enroll through the Education Reimbursement Program. All costs associated with the programs discussed above are considered as contributing to the work force restructuring effort. Currently a consortium of local colleges and universities are developing an Environmental Institute for Rocky Flats employees. This certificates program would provide environmental courses on an accelerated basis. These courses would be offered on Company time and provide minimum qualifications to salaried employees who have been displaced from their jobs and have been accepted into environmental positions in other departments. The same courses will be offered to all other employees to take through the Education Reimbursement Program outside of their normal work hours.

TRAINING FOR THE SEPARATED EMPLOYEES

A training program will be utilized to provide a means to assist both voluntary and involuntary separated employees. This program will analyze local employment opportunities and communicate them through the Career Assistance Center to impacted workers. Local employment opportunities have been developed through a Rocky Flats Local Impacts Initiative contract. This will enable the workers to prepare themselves for positions that are available in the Denver/Metropolitan area. Rocky Flats will coordinate with publicly funded programs, such as Job Training Partnership Act monies, wherever possible to supplement DOE funding for all training programs in this Section. Extension of tuition reimbursement for 36 months past the separation date has been approved for those who are separated, either voluntarily or involuntarily, to assist in the coverage of employees' training needs. Application for this benefit must be made during the 12 months following separation with reimbursement not exceeding \$5,000 in one 12 month period and not exceeding a total of \$10,000 for a 24-month period or until a plan of study is completed, whichever comes first.

Market Analysis

A market analysis of available jobs will enable separated workers to prepare themselves for positions where they will have a high probability of employment.

1. The Rocky Flats Local Impacts Initiative has surveyed local industry and is providing information back to Rocky Flats.
2. The Career Assistance Center is acquiring data on jobs available nationally.
3. Colorado State Job Service agency is providing listings of current openings.

Individual Skills Assessment

Assessment of each person's current education, skills, and interest will be performed to arrive at the best possible solutions for the person involved in terms of job availability and individual interests. These assessments will be performed at the Career Assistance Center, described below on page 20.

Skills Enhancement

Skills enhancement will be provided by one or more of the educational institutions. Community colleges can design appropriate programs to meet students' individual needs. Once a new student completes the community colleges' assessment, a counselor or advisor will review assessment scores for skill levels in the areas of language usage, reading, and mathematics. As needed, other educational institutions are prepared to offer special services on a contract basis through their outreach program.

Enhancement Training Within Career Field

Voluntarily and involuntarily separated employees may apply for tuition assistance totaling \$5,000 in one 12 month period and not exceeding \$10,000 for a 24-month period or until their plan of study is completed, whichever comes first. This is the maximum amount that will be reimbursed.

Many separated workers have skills that no longer match the requirements of other industries, because they have specialized in Rocky Flats specific work for a number of years. These individuals will be given the opportunity to enhance their skills within their existing career fields at appropriate educational institutions. This can often rapidly provide the skills and knowledge required to reenter the job market. A laid-off Maintenance Machinist can be used as an example. The individual may have excellent machining skills but no computer numerical control machining experience. Training could be provided through the community college system to develop those skills in an accelerated program. All such training will be approved by the Labor/Management Council for content, length of training, and cost. Labor/Management Council decisions may be appealed to a Board established by RFFO to review such actions. Training will be provided to those workers who leave Rocky Flats under a voluntary or involuntary separation plan. This tuition reimbursement may be supplemented as necessary by other available funds. Separated employees must submit their plan of studies within 12 months of date of separation to be eligible for this benefit, subject to availability of funds. When the approved plans of study are completed, the separated workers are no longer eligible for tuition reimbursement. Tuition reimbursement will cover the cost of in state tuition, fees, and required books, tools and equipment. Employees who separated under the previous Work Force Restructuring Plan are eligible to continue their retraining under the conditions of this plan, up to maximum assistance levels.

Retraining for New Career Field

Some separated employees may have no marketable skills which would enable them to earn wages comparable to those paid at Rocky Flats. Some jobs at Rocky Flats are specialized to nuclear production and are not found in other industries. Separated workers from such classifications, as well as other individuals requiring career changes, may choose to train themselves for entirely new fields of endeavor. Several alternatives are available to individuals, in these circumstances.

The first alternative they may choose is to start their own businesses using the Rocky Flats Local Impacts Initiative described below and the Rocky Flats Entrepreneur Development Programs developed pursuant to the Initiative or by taking courses in operating small businesses from one of the local community colleges. These courses would prepare them to consult, begin their own small businesses, or buy existing businesses. The Small Business Administration has expressed support of these efforts and provides information and, where possible, loan support.

Individuals may also use tuition reimbursement and/or Job Training Partnership Act funds to educate themselves in new career fields. Environmental Management course work will be encouraged for those individuals who have interests in those directions. Community hiring needs will be communicated to separated employees so they can match their educational programs to projected job openings. Educational advising on the availability of curriculum, costs of educational programs, and transferability of credits will be provided through the outplacement advisors (described in a later section of this Plan), and by representatives of the educational institutions. These representatives will help to develop a Plan of Studies appropriate to the individual's desires.

A third alternative is to pay for approved on-the-job training with a new employer by subsidizing the pay of the worker for a training period not to exceed one year to a maximum of one-third of their pay with the new employer.

Specialized Educational Programs

Specialized educational programs are those customized to meet Rocky Flats separated worker needs and requirements by adjusting content, method of delivery, or timing of delivery. These will be developed by a variety of educational providers if a large enough number of impacted workers have interest in the same curriculum. This will occur with a university, college, or vocational technical school. All have the capability of customizing their educational delivery systems to address special industry requirements.

In specific areas such as accounting, business administration, and computer information systems, accelerated course work is currently available from the University of Phoenix and Regis University. Courses are available in secretarial skills, welding, and machining and can be accomplished more rapidly than programs on the normal semester system. Front Range Community College has modified a number of courses to Rocky Flats requirements such as the hazardous materials management courses.

These programs are part of the retraining solutions offered to separated employees. The resources of the Labor/Management Council are being utilized to identify the needs for such programs, and Performance-Based Training will assist in the development or procurement.

Training Time

Retraining for separating workers may be during working hours when notice has been given but the person is still employed, with prior approval of the employer.

Educational Grants in Aid

Employees who leave Rocky Flats under a voluntary or involuntary separation program and who are attending an approved educational institution may be eligible for support for an additional one-year period of time. Workers must carry sufficient credit hours to be considered a full time student by the educational institution and attain a "C" average or better in undergraduate courses, a "B" or better in graduate level courses, or a "pass" in a pass/fail grading system. After the time period represented by the Voluntary Separation Payment Program or involuntary separation plus pay in lieu of notice, the employee may receive \$500 per month as a grant in aid to use for living expenses in addition to other costs approved under tuition reimbursement.

Workers must carry sufficient credit hours to be considered a full time student by the educational institution and attain a "C" average or better in undergraduate courses, a "B" in graduate level courses, or a "Pass" in a Pass/Fail grading system. After the time period represented by the VSPP or involuntary separation plus pay in lieu of notice, the employee may receive \$500 per month as a grant in aid to use for living expenses in addition to other costs approved under tuition reimbursement.

TRAINING IN ENVIRONMENTAL MANAGEMENT

The mission change at Rocky Flats requires that a significant portion of future work will be performed in the environmental management areas. Education and training in these areas will be useful to Rocky Flats contractors and will be required by many companies who will be doing future work for the facility. These facts make training in environmental management areas important to workers who will remain with their current employers, as well as those who will be separated. As needs emerge, current training and educational programs and the necessity for new programs will be evaluated. Modifications to programs will be made in order to ensure the programs are up-to-date and meet environmental management training and educational demands.

REHIRING AT DOE FACILITIES **AND** **RELOCATION ASSISTANCE**

A DOE network has been developed to share information concerning employment opportunities throughout the complex. The process for how openings will be filled within the DOE work force has also been addressed. A relocation plan has been developed which complies with contract requirements. Outside hiring is considered only after specific criteria have been met.

Preferential Treatment of DOE **Complex Employees**

Future employment opportunities at Rocky Flats will require review of involuntarily impacted workers at DOE sites before a contractor considers hiring new employees. Involuntary separated Rocky Flats workers, who meet the section 3161 job attachment test, will be given first preference under section 3161 for future job openings at Rocky Flats. Currently, hourly contractor employees at Rocky Flats also have recall rights in accordance with the provisions in their collective bargaining agreements. Salaried employees do not have specific contractual recall rights:

Involuntarily separated employees from other DOE sites are being given consideration for positions for which they qualify. DOE has developed a resume network described in the "Outplacement Assistance" Section, plus any additional resumes of impacted workers willing to relocate from each downsizing location will be kept on file for 12 months. These resumes will be reviewed for potential candidates prior to considering candidates from any non-DOE Complex source.

DOE RFFO is reviewing all complaints regarding implementation of the hiring preference and is developing appropriate measures to resolve such issues in the future.

External Hiring Criteria

For an EG&G/Kaiser-Hill or a WSI staffing requisition to be considered for external hire, a document is prepared demonstrating that the position meets the following criteria:

- It must have been recently posted at least twice for the general Rocky Flats population to consider;
- If current employees were bidders for the position, they must be totally unqualified for this position or an acceptable lower level position in the same job family;
- The position is one of a kind and must be filled with someone who meets all education and experience requirements;
- Education or training programs do not exist which could provide a bidder with the necessary minimum qualifications in a reasonable period of time; and
- All employees involuntarily separated from contractor employment within the past twelve-month period at DOE Rocky Flats or at other DOE contractor sites have been considered for this position and do not qualify at the posted level or an acceptable lower level within the job family.

Relocation Assistance

Individuals who are hired into salaried exempt positions, or who are deemed to be critically skilled as determined by the receiving DOE contractor location will be given the normal relocation package granted at the receiving contractor site, pursuant to existing DOE policies regarding critically skilled employees. Any non-exempt or hourly involuntarily separated worker who does not meet the critically skilled criteria may receive a maximum of \$4,000 in actual allowable expenses toward relocation. An employee who moves out of the area (50 miles or more) to take employment with a company that does not provide reimbursement for moving expenses in the course of normal business may receive a maximum of \$4,000 in actual allowable expenses.

CAREER ASSISTANCE FOR PLACEMENT AT NON-DOE FACILITIES

Career assistance will be provided for those employees whose positions are deemed surplus or who have voluntarily separated as described in this Plan. Counseling services for employees before and after separation and the utilization of community resources for placement of employees will be part of this assistance.

Career Assistance Center

An On-site Career Assistance Center has been established. The Center contains office and some meeting space to accommodate the anticipated needs. This facility permits assessments, career, and educational counseling to begin. It also provides an additional mechanism for enabling employees to begin education or skill-enhancement efforts prior to receiving actual layoff notices. The facility is currently co-administered by hourly and salaried employees, with the cooperation of existing collective bargaining representatives.

Outplacement Services

An Off-site Career Assistance Center has been opened in Denver to support separated Rocky Flats workers. This facility is staffed through a contract with the Governor's Job Training Office through their subcontractors, and the Colorado AFL/CIO Employment Training Office.

They provide services which include unemployment survival workshops, a job search skills workshop, a resume' preparation seminar, an interview skills seminar, a job identification workshop, financial counseling, a briefing on community services, and resume copying. Psychological counseling for those in need will be available to employees and their families as their insurance benefits and employee assistance programs allow.

Peer Displacement Advisors

The Peer Displacement Advisors associated with the Labor/Management Council have been trained on all services and benefits available to impacted employees. They will advise their coworkers concerning appropriate resources to alleviate worker concerns and collect employee concerns for Labor/Management Council considerations.

These Peer Displacement Advisors were selected to provide coverage in each major area at Rocky Flats and on each shift both hourly and salaried employees. The Peer Displacement Advisors were given a training course, supplying them with the knowledge and skills to deal with individuals under stress and to recognize common problems and recommend possible solutions. They provide an additional information channel to employees in the workplace about work force restructuring activities. In addition, Peer Displacement Advisors act as a form of pressure relief by having a knowledgeable peer available to employees in the work areas. Peer Displacement Advisors are frequently updated on restructuring activities through meetings and bulletins.

Special Services

A communications system has been established to determine DOE, and prime contractor open positions at other locations under their control and the job requirements for those positions. Special services, such as research to identify hiring companies nationally, may also be performed by various vendors on a contract basis.

Resume books will be prepared and sent to companies around the country who are hiring and have needs for employees with the skills surplus at Rocky Flats. These include other company facilities, and other private and government entities. If sufficient numbers of impacted workers are available, Job Fairs will be held. Hiring companies will be invited to attend, and interviewing space will be provided.

Resume Network

Current legislation requires that employees at Defense Nuclear Facilities who are terminated be given preferential hiring consideration by other DOE facilities. In order to best facilitate a process by which resume and qualifications can be readily available to all contractors, a resume network system has been developed by DOE for those employees who request it. The system provides the following services:

- Resume distribution to M&O and Integrating contractors
- Opportunity announcements accessible to all separated or potentially separated workers
- Resume development support for matching surplus workers with known vacancies
- Matching separated or potentially separated workers with anticipated or existing vacancies
- Removal of expired vacancies
- Tracking and reporting of preferential hire opportunities

In order to assure equitable treatment of potentially separated workers and to encourage and support their preferential hiring, effective compliance with the legislation, the system provides:

- Early identification of surplus positions
- Required dissemination of information on separated workers
- Preferential consideration of separated workers

A procedure has been established to guide the M&O contractors and Kaiser-Hill in implementing this legislation in the short term. The plan also provides for an automated support system, the Job Opportunities Bulletin Board System (JOBBS) with an integrated resume referral subsystem. JOBBS is a computerized system accessible by telephone. A single number is used to access the Bulletin Board from the Site's Human Resources offices or other designated offices. Access is controlled through the use of registration numbers (or names) and passwords.

The on-site work station located at the Outplacement Center have access to the Bulletin Board through a site's registration number (or name) and associated password. All contractors, will review this data before proceeding with off site hires. The system implementation will proceed in phases. Each phase is designed to ensure the maximum value to the job seeker and the potential employer. This will assure the best possible initial implementation and continued improvement of existing services while adding additional features.

The system will be implemented in ways that limit the need of the M&O contractors and the new IMC to provide any additional reports. An important adjunct to limiting the requirements placed on M&O contractors and the new Integrating Contractor is the implementation of the Common Occupational Classification System. Reliance on this system is designed to reduce the burden on the M&O contractor's and new Integrating Contractor's human resources departments while assuring the best possible matching of job seeker capabilities to contractor requirements. It also permits the gathering of statistical information from the JOBBS directly, thus limiting the need for contractor reporting and providing a level playing field for evaluating contractor compliance.

Assessments

Assessments are structured as a service within the Career Assistance Center. They assist surplus workers in identifying the following:

- Vocationally-related interests
- Applicable work experience and related skills
- Basic skills (reading, mathematics, etc.)
- Educational achievements (credits, certificates, and diplomas)
- Aptitudes (potential for learning new skills)
- Abilities (including knowledge and physical capacities)

The raw data will be compiled and, with the direct involvement of the employee, a written Individualized Plan of Action will be developed. The estimated \$500-per-student cost for these assessments will be funded through the Career Assistance Center. In addition, assessments and counseling related to education, experience, skills, and interests also will be performed by community colleges and other education providers.

Staffing and Community Resource Coordination

Staffing of the Career Assistance Center is a coordinated effort through the Labor/Management Council providing recommendations for DOE RFFO concurrence. Resources of outplacement contractors, each impacted contractor or subcontractor, various educational institutions, the Governor's Job Training Office, various State agencies, and the involved unions are utilized as deemed appropriate. Roles are defined for each set of participants based on their interests, abilities, and resources.

Outplacement activities are also being coordinated with the Rocky Flats Local Impacts Initiative. They helped to identify available positions in the Denver/Metropolitan area. People are matched to those positions immediately if they meet the necessary minimum qualifications or after retraining if they do not currently have the qualifications.

Resources For Transition Workshops

Preparing workers for career changes after layoff is a crucial element for a successful outplacement program. Therefore, Rocky Flats conducts workshops to provide workers with information about career transition options.

The seminars provide information regarding the availability of potential career tracks, services, and resources that will be available to assist them, and possible outcomes after completion of career transition activities.

Matrix for Job Matching

To aid the matching of Rocky Flats impacted workers to open positions with other companies, the Rocky Flats Local Impacts Initiative staff has constructed a matrix of Rocky Flats positions with conversions to a database with Standard Occupational Codes and matches to the *Dictionary of Occupational Titles and Standard Industrial Codes*. This allows standardizing of job titles between Rocky Flats and other companies by using standard descriptors for like positions. This process enables companies to clearly understand the work a Rocky Flats employee has been performing and its applications to their own environments.

STAKEHOLDER CONSULTATION

In compliance with Section 3161 of the National Defense Authorization Act, a mechanism has been developed to utilize publicly funded consultation programs, including outside agencies, as appropriate.

Employee and Stakeholder Input and Review

This Plan has been developed by DOE RFFO with the input and review of a wide variety of stakeholders. As noted, the primary stakeholders at Rocky Flats -- EG&G, Kaiser-Hill, J.A. Jones, RFFO, WSI, organized bargaining units such as the United Government Security Officers of America, United Steelworkers of America, and the Colorado Building Trades Council as well as Rocky Flats Labor/Management Council have been involved in the Plan development.

Additional input to the Plan was provided by source outside Rocky Flats. Rocky Flats Local Impacts Initiative activities are described in the "Community Impact Assistance" Section. Many meetings were sponsored by the Rocky Flats Local Impacts Initiative. Some were designed to gather general input while others were designed to assure interface with and input from State and community agencies and local educational institutions. Participants gave input to retraining, job availability, economic development, and downsizing options. In addition, a series of meetings were held on-site to gather input on the draft plan which was widely distributed to employees. A public comment period was conducted on the document, including a formal public comment meeting. Employees were encouraged to participate as well as the general public. The following section describes the various methods used to communicate with and involve stakeholders in the plan's development. Appendix 9 provides specific information concerning stakeholder comments as well as the types and numbers of public meetings held.

Methods of Employee and Stakeholders Input and Review

All Employees

- Employee and public meetings
- Rocky Flats Local Impacts Initiative meeting
- Employee surveys
- Employee phone hotline and news lines
- Plan distribution, comment, and response
- Site newspaper articles
- Peer Displacement Advisor meetings
- Site public address announcements
- Site bulletins
- Site television news system
- Mailings to employees' homes
- Fact sheets

Local and National Representatives of Bargaining Units

- Public meetings
- Employee and Rocky Flats Local Impacts Initiative meetings
- Plan distribution comment and response
- Community and media advisories
- Fact sheets
- Labor/Management Council meetings
- Individual meetings

Government, Educational, and Community Institutions

- Public meetings
- Individual meetings with union leaders and Congressional delegation
- Rocky Flats Local Impacts Initiative meetings
- Plan distribution comment and response
- Community and media advisories
- Fact sheets

COMMUNITY IMPACT ASSISTANCE

Many businesses and local government service agencies will be significantly impacted by the work force restructuring at Rocky Flats. The community impact assistance described below is designed to offset the effects of the work force restructuring. Rocky Flats employees who are impacted by restructuring efforts are an important part of the picture. However, economic impact studies such as the one prepared by Tucker Hart Adams on the economic benefits of Rocky Flats show that for each Rocky Flats employee who loses his/her job, there are very large impacts on the community who are laid off as a consequence. These numbers can place a severe strain on the support services offered by local governments and agencies. Therefore, retraining and outplacement programs are designed to help separated employees find other work as quickly as possible and at generally comparable rates.

Mitigate Economic Impact on Local Communities

A goal of the Work Force Restructuring Plan is to minimize the economic impacts on local communities. Much of this will be accomplished by the programs and activities described previously. Allowing employees to leave voluntarily means that people who are best prepared and desirous of other employment are those who leave. Many already have other employment opportunities available to them or currently operate small businesses they can expand. Most people in the aforementioned situations will remain in the area and will not tax the services of the community.

Rocky Flats Local Impacts Initiative Activities

The Rocky Flats Local Impacts Initiative is a coalition of local governments, workers, community-based interest groups, private sector interests, surrounding landowners and citizens working together to identify, assess and mitigate impacts resulting from the change of mission at Rocky Flats and to plan for its future. Membership is open to any individual or group. The Initiative also includes non-voting representatives from DOE, EG&G/Kaiser-Hill, and other federal and state agencies and legislators who participate fully. Members participate through various committees and meet as a full group regularly to hear committee reports, exchange information, and discuss issues. The group was formed in 1991, is governed by a 19-member board under an intergovernmental agreement, and has a staff of four.

In 1994, the Initiative completed a Worker Re-employment Study funded by the Economic Development Administration within the U.S. Department of Commerce. Through this study, the Initiative catalogued the skills of Rocky Flats workers and compared them with existing Colorado employers as well as emerging national industries. The study revealed large companies within the Denver metropolitan area are not likely to be a source for re-employment for dislocated Rocky Flats workers due to their own work force cutbacks. The study also revealed smaller companies in the area are creating new jobs that are compatible with the skills of Rocky Flats workers. However, the study concluded the jobs would be at lower wages in a significantly different work environment (e.g. non-union).

The study also identified six emerging industries with growth potential in Colorado that can utilize the skills of Rocky Flats workers. The study also identified additional training needed by workers to qualify for jobs within these growth industries. These industries are environmental technologies, telecommunications technologies, electro-medical technologies, advanced structural materials, advanced computer systems, and advanced manufacturing. This information was provided to employees as well as local economic development organizations for use in coordinating job creation activities.

Economic Conversion

Using the results of the Worker Re-employability Study, the Initiative developed the Rocky Flats Economic Conversion Plan. The plan's goals are to 1). to create opportunities on a near term basis for dislocated workers off-site; and 2). to create opportunities and infrastructure that will diversify or shift our local economy away from defense spending. The plan is funded by a onetime grant from the DOE and has a three pronged approach:

- 1.) **The Rocky Mountain Entrepreneur Resource Center** will guide new and existing businesses, particularly in the six emerging industries, through start-up and expansion to create self-employment or re-employment opportunities for separated workers.
- 2.) **The Rocky Mountain Environmental Remediation and Education Center** will help evaluate promising environmental and renewable energy technologies, support global trade in these technologies, develop environmental/energy curricula, and help transfer Rocky Flats technology to track hazardous air emissions region wide.
- 3.) **The Rocky Mountain Metals Manufacturing and Testing Academy** will help expand Colorado's manufacturing base by utilizing clean surplus Rocky Flats equipment off-site for training in conjunction with area community colleges.

In addition, the DOE is working with regulators and local stakeholders, including the Initiative, on a National Conversion Pilot Project at Rocky Flats. The project seeks to convert former defense production facilities, technology, and personnel to private industry. It is the first of its kind in the nation. The planning stage of the project is complete. The second stage, cleanup of the buildings proposed for use, has begun. If the project proceeds to manufacturing, it will employ up to 500 Rocky Flats workers.

Also, both RFFO and prime contractors have created offices of economic development to support these and future efforts.

MEASURING RESULTS AND UPDATING THE PLAN

A feedback program will be utilized to evaluate the restructuring program and to provide for future Plan updates, as required by Section 3161 of the National Defense Authorization Act. Annual updates of the Plan will be submitted as specified in the requirements.

Measurement of Results

Section 3161 requires a Plan be updated no later than one year after its initial release and on an annual basis thereafter. The update should reflect any relevant changes in circumstances since the previous plan update and should contain an evaluation of the implementation of the Plan during the previous year. Therefore, Rocky Flats will maintain records that keep track of the employees' use of the various restructuring activities and the expenditures on those activities; e.g., how many accepted voluntary separation and what the costs were of these incentives; how many enrolled in retraining programs and what the costs of retraining were; how many were transferred to either new jobs within the DOE Complex or to new jobs off-site and the costs of relocation; etc. The Plan update will also report on the completed actions and future plans of local community impact initiatives.

Rocky Flats Results

The implementation of the Work Force Restructuring Plan has achieved positive results in the necessary restructuring activities that have occurred to date.

1. The VSPP was accepted by 1486 employees in FY 1995.
2. To date, 146 employees have been involuntarily separated. An additional 300 employees were given the WARN notice on June 28, 1995, and will be involuntarily separated on August 28, 1995, if they do not find alternate employment within the sixty-day period.
3. 4,400 employees have utilized the services of the Career Assistance Center.
4. Retraining for separated workers has resulted in 364 people approved for tuition reimbursement.
5. Relocations out of the Denver/Metropolitan area have been approved for 49 separated employees who located other employment.
6. Health insurance benefits were or are being paid for 523 separated employees.
7. Retraining for retained workers includes approximately 1,500 employees participating in either the Rocky Flats Institute or the Tuition Reimbursement Programs.
8. Approximately 181 displaced workers were successful in finding other positions.

APPENDIX 1-
FY1995 SITE BUDGET

APPENDIX 1

FY 1995 BUDGET SUMMARY (CURRENT BASELINE)

(5/8/95)

Data in dollars

OPERATING EXPENSES

	EG&G	PAYMENTS	TOTAL
EW20	\$117,871,000	\$42,458,000	\$160,329,000
EW31	107,328,000	10,844,000	118,172,000
EW40	6,477,000	1,654,000	8,131,000
EW70	284,412,000		<u>284,412,000</u>
ST/EM			571,044,000
GB03	75,697,000		75,697,000
OTHER	30,730,000	13,000,000	<u>43,730,000</u>
TOTAL			\$690,471,000

Notes:

Includes Payments, Pass-Throughs, Grants, RFLII, NCPP
Excludes Program Direction
Excludes Capital

APPENDIX 2-
WORK FORCE RESTRUCTURING
CHARTS
(Reduction of 700 Positions)

EG G
WORK FORCE RESTRUCTURING CHART*

	<u>Mgmt</u>	<u>Engineers</u>	<u>Science</u>	<u>Admin</u>	<u>Clerk</u>	<u>Techs</u>	<u>Crafts</u>	<u>Operators</u>	<u>Labor</u>	<u>TOTAL</u>
	<u>SAL HLY</u>	<u>SAL HLY</u>	<u>SAL HLY</u>	<u>SAL HLY</u>	<u>SAL HLY</u>	<u>SAL HLY</u>	<u>SAL HLY</u>	<u>SAL HLY</u>	<u>SAL HLY</u>	<u>SAL HLY</u>
FY95	<u>549 0</u> 549	<u>852 0</u> 852	<u>171 0</u> 171	<u>1087 0</u> 1087	<u>755 0</u> 755	<u>255 719</u> 974	<u>0 374</u> 374	<u>0 381</u> 381	<u>49 238</u> 287	<u>3728 1712</u> 5440
FY96	<u>352 0</u> 352	<u>549 0</u> 549	<u>110 0</u> 110	<u>709 0</u> 709	<u>485 0</u> 485	<u>183 600</u> 783	<u>0 296</u> 296	<u>0 306</u> 306	<u>32 198</u> 230	<u>2400 1400</u> 3800
FY97	<u>352 0</u> 352	<u>549 0</u> 549	<u>110 0</u> 110	<u>709 0</u> 709	<u>485 0</u> 485	<u>183 600</u> 783	<u>0 296</u> 296	<u>0 306</u> 306	<u>32 198</u> 230	<u>2400 1400</u> 3800
FY98	<u>352 0</u> 352	<u>549 0</u> 549	<u>110 0</u> 110	<u>709 0</u> 709	<u>485 0</u> 485	<u>183 600</u> 783	<u>0 296</u> 296	<u>0 306</u> 306	<u>32 198</u> 230	<u>2400 1400</u> 3800
Reduction	<u>197 0</u> 197	<u>303 0</u> 303	<u>61 0</u> 61	<u>388 0</u> 388	<u>270 0</u> 270	<u>82 119</u> 211	<u>0 78</u> 78	<u>0 75</u> 75	<u>17 40</u> 57	<u>1328 912</u> 1640

*All numbers reflect year-end targets.

subject to change by the new integrating contractor

2/23/96

EG G
WORK FORCE RESTRUCTURING CHART - HOURLY*

	Mgmt	Engineers	Science	Admin	Clerk	Techs	Crafts	Operators	Labor	TOTAL
	SAL HLY	SAL HLY	SAL HLY	SAL HLY	SAL HLY	SAL HLY	SAL HLY	SAL HLY	SAL HLY	SAL HLY
FY96	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 719 719	0 374 374	0 381 381	0 238 238	0 1712 1712
FY98	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 600 600	0 296 296	0 306 306	0 198 198	0 1400 1400
FY97	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 600 600	0 296 296	0 306 306	0 198 198	0 1400 1400
FY98	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 600 600	0 296 296	0 306 306	0 198 198	0 1400 1400
Reduction	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 119 119	0 78 78	0 75 75	0 40 40	0 312 312

*All numbers reflect year-end targets.

Subject to change by new Integrating contractor.

WORK FORCE RESTRUCTURING CHART - TOTAL

DOE	TRAIN/	HOURLY/		ACTUAL	ACTUAL	FY95	FY96	FY97	FY98
SKILL	HIRE	SALARY		FTE	FTE	EOY	EOY	EOY	EOY
CODE	CODE	CODE	RESOURCE ELEMENT	See-93	See-94	FTE	FTE	FTE	FTE
			GM's, EXECS, SUPERVISORS, PROG MGRS						
M010	1	S	FIRST LINE SUPERVISORS	261	261	215	138	138	138
M020	1	S	GENERAL MANAGERS AND EXECUTIVES	388	346	238	162	162	162
M030	1	S	PROJECT AND PROGRAM MANAGERS	78	87	88	58	58	58
M040	1	S	OTHER MANAGERS	91	91	71	41	41	41
			SUBTOTAL	744	882	549	382	382	382
			ENGINEERS						
E010	2	S	CHEMICAL ENGINEERS	171	21	161	101	101	101
E020	1	S	CIVIL ENGINEERS	13	28	271	171	171	171
E030	1	S	COMPUTER ENGINEERS	192	188	1471	981	981	981
E040	2	S	ELECTRICAL ENGINEERS	601	551	471	301	301	301
E050	1	S	ENVIRONMENTAL ENGINEERS	1601	1881	1581	1001	1001	1001
E060	1	S	INDUSTRIAL ENGINEERS	251	191	171	111	111	111
E070	1	S	MECHANICAL ENGINEERS	531	481	381	281	281	281
E080	2	S	NUCLEAR ENGINEERS	331	421	351	231	231	231
E090	2	S	PETROLEUM/MINING ENGINEERS	01	01	01	01	01	01
E100	1	S	PLANT ENGINEERS	3871	2701	2181	1391	1391	1391
E110	1	S	QUALITY CONTROL ENGINEERS	901	911	431	281	281	281
E120	1	S	SAFETY ENGINEERS	521	531	481	291	291	291
E130	1	S	OTHER ENGINEERS	581	681	611	401	401	401
			SUBTOTAL	11301	10391	8521	5491	5491	5491
			SCIENTISTS						
S010	2	S	CHEMISTS	471	531	441	291	291	291
S020	2	S	ENVIRONMENTAL ENGINEERS/SCIENTISTS	981	1371	1081	691	691	691
S030	2	S	GEOLOGISTS	01	31	41	31	31	31
S040	2	S	LIFE SCIENTISTS	01	01	01	01	01	01
S050	2	S	MATERIALS SCIENTISTS	901	111	101	81	81	81
S060	2	S	MATHEMATICIANS	61	51	51	31	31	31
S070	2	S	PHYSICISTS	01	01	01	01	01	01
S080	2	S	SOCIAL SCIENTISTS	01	01	01	01	01	01
S090	2	S	OTHER SCIENTISTS	01	01	01	01	01	01
			SUBTOTAL	231	2091	171	1131	1131	1131
			ADMIN AND OTHER PROFESSIONAL OCCUPATIONS						
P010	1	S	ACCOUNTANTS AND AUDITORS	341	271	231	161	151	151
P020	1	S	ARCHITECTS	81	61	61	41	41	41
P030	1	S	BUYERS, PROCUREMENT, & CONTRACT SPECIALISTS	671	621	461	291	291	291
P040	1	S	COMMUNICATIONS SPECIALISTS	341	341	221	151	151	151
P050	1	S	COMPLIANCE INSPECTORS	4421	5491	4471	2891	2891	2891
P060	1	S	COMPUTER SYSTEMS ANALYSTS	151	91	81	51	51	51
P070	1	S	COST ESTIMATORS & PLANNERS & SCHEDULERS	2641	2281	1831	1181	1181	1181
P080	2	S	HEALTH PHYSICISTS	501	581	441	291	291	291
P090	1	S	INDUSTRIAL HYGIENISTS	511	141	91	51	51	51
P100	2	S	LAWYERS	71	71	61	41	41	41
P110	1	S	PERSONNEL & LABOR RELATIONS SPECIALISTS	221	231	181	111	111	111
P120	2	S	PHYSICIANS	31	21	11	11	11	11
P130	1	S	PHYS. ASST., NURSES, & OTHER MED SUPPORT	111	111	91	51	51	51
P140	1	S	SAFEGUARDS AND OTHER SECURITY SPECIALISTS	831	981	581	361	361	361
P150	1	S	TRAINERS	1731	1681	1391	911	911	911
P160	1	S	TECHNICAL WRITERS AND EDITORS	661	611	531	351	351	351
P170	1	S	OTHER ADMIN & PROFESSIONAL OCCUPATIONS	301	281	271	171	171	171
			SUBTOTAL	13581	13471	10971	7091	7091	7091
			GEN'L ADMIN, SECRETARIAL & CLERICAL						
G010	1	S	ADMINISTRATIVE ASSISTANTS	1821	2151	2001	1291	1291	1291
G020	1	S	OFFICE CLERKS (GENERAL)	871	311	221	151	151	151
G030	1	S	OFFICE CLERKS (SPECIALIZED)	4091	3631	3391	2181	2181	2181
G040	1	S	SECRETARIES	2051	1771	1721	1101	1101	1101
G050	1	S	TYPISTS AND WORD PROCESSORS	51	91	81	61	61	61
G060	1	S	OTHER ADMIN, SECRETARIAL & CLERICAL SUPPORT	481	141	141	91	91	91
			SUBTOTAL	9271	8091	7551	4851	4851	4851
			TECHNICIANS						
T010	1	S	COMPUTER OPERATORS/CODERS	191	221	171	101	101	101
T020	1	S	DRAFTERS	321	261	191	111	111	111
T030	1	M	ENGINEERING TECHNICIANS	2131	1491	1181	821	821	821

WORK FORCE RESTRUCTURING CHART - TOTAL

DOE	TRAIN/	HOURLY/		ACTUAL	ACTUAL	FY95	FY96	FY97	FY98
SKILL	HIRE	SALARY		FTE	FTE	EOY	EOY	EOY	EOY
CODE	CODE	CODE	RESOURCE ELEMENT	See-83	See-84	FTE	FTE	FTE	FTE
T040	1	M	ENVIRONMENTAL SCIENCES TECHNICIANS	1071	45	40	33	33	33
T050	1	H	HEALTH PHYSICS TECHNICIANS	3081	305	373	313	313	313
T060	1	M	INDUSTRIAL SAFETY AND HEALTH TECHNICIANS	731	181	140	83	83	83
T070	1	H	INSTRUMENT AND CONTROL TECHNICIANS	1431	153	181	126	126	126
T080	1	H	LABORATORY TECHNICIANS	1881	1221	1141	95	95	95
T090	1		MEDIA TECHNICIANS	01	01	01	01	01	01
T100	1		SURVEY AND MAPPING TECHNICIANS	01	01	01	01	01	01
T110	1		OTHER TECHNICIANS	01	01	01	01	01	01
			SUBTOTAL	10631	9731	974	763	763	763
			CRAFTS						
C010	1	H	CARPENTERS	481	311	321	271	271	271
C020	1	H	ELECTRICIANS	1371	821	851	711	711	711
C030	1	H	HVAC MECHANICS	01	01	01	01	01	01
C040	1	H	MACHINISTS	1941	1741	811	671	671	671
C050	1	H	MASONS	01	01	01	01	01	01
C060	1	H	MILLWRIGHTS	01	01	01	01	01	01
C070	1	H	PAINTERS	501	311	351	281	281	281
C080	1	H	PLUMBERS AND PIPEFITTERS	1041	781	831	691	691	691
C090	1	H	STRUCTURAL AND METAL WORKERS	821	221	291	241	241	241
C100	1	H	VEHICLE AND MOBILE EQUIPMENT MECHANICS	801	181	171	81	81	81
C110	1	H	WELDERS	231	151	21	21	21	21
C120	1	H	OTHER CRAFTS	381	111	101	21	21	21
			SUBTOTAL	7321	4601	374	298	298	298
			OPERATORS						
R010	1	H	CHEMICAL SYSTEMS OPERATORS	2781	2231	2141	1781	1781	1781
R020	1	H	DRILLERS	01	01	01	01	01	01
R030	1	H	MATERIAL MOVING EQUIPMENT OPERATORS	181	51	51	41	41	41
R040	1	H	NUCLEAR PLANT OPERATORS	01	01	01	01	01	01
R050	1	H	NUCLEAR WASTE PROCESS OPERATORS	01	01	01	01	01	01
R060	1	H	PRODUCTION SYSTEMS OPERATORS	341	301	201	161	161	161
R070	1	H	UTILITIES SYSTEMS OPERATORS	1421	1351	1281	1081	1081	1081
R080	1	H	OTHER OPERATORS	131	111	131	01	01	01
			SUBTOTAL	4831	4041	381	308	308	308
			LABORERS & GENERAL SERVICE WORKERS						
L010	1	S	FREIGHTERS	511	511	491	321	321	321
L020	1	H	FOOD SERVICE WORKERS	01	01	01	01	01	01
L030	1	H	JANITORS AND CLEANERS	1031	991	1001	841	841	841
L040	1	H	LAUNDRY WORKERS	251	151	131	111	111	111
L050	1	H	MATERIAL HANDLERS, HELPERS & LABORERS (GEN)	91	61	61	51	51	51
L060	1	H	MATERIAL HANDLERS, HELPERS & LABORERS (SPEC)	1001	871	831	681	681	681
L070	1	H	LIGHT VEHICLE DRIVERS	291	381	381	291	291	291
L080	1	H	SECURITY GUARDS	01	01	01	01	01	01
L090	1	H	OTHER LABOR/GENERAL SERVICE WORKERS	01	01	01	01	01	01
			SUBTOTAL	3171	3041	287	230	230	230
			TOTAL	69851	62271	5440	3800	3800	3800
			SALARIED*	47381	44431	3728	2400	2400	2400
			HOURLY**	22471	17841	1712	1400	1400	1400
Train/Hire Code:				(1) Attention below FY95 level to be filled with on-site transfers with appropriate retraining.					
				(2) Attention below FY95 level may require off-site hiring if retraining is not feasible.					
Salary/Hourly Code:				S=Salary, H=Hourly, M=Mixed category					

APPENDIX 3-
WORK FORCE ANALYSIS
(Reduction of 1700 Positions)

United States Government

Department of Energy

Rocky Flats Field Office

memorandum

DATE:

AUG 10 1995

REPLY TO

ATTN OF:

AUG 10 1995
RUSD: BW-13261

SUBJECT: Kaiser Hill Manpower Analysis

TO: R. W. DeGrasse, Jr., Director, Office of Worker and Community Transition, WT-1, HQ

This memorandum is provided in response to your request for information concerning the Rocky Flats Field Office's (RFFO) involvement in the manpower analysis process conducted by Kaiser-Hill.

When Kaiser-Hill was selected as the Integrating Management Contractor at the Rocky Flats Environmental Technology Site (Site), they were tasked by RFFO to conduct a detailed manpower analysis and provide it to RFFO for review prior to the initiation of any workforce restructuring activities. The purpose of conducting the manpower analysis was to ensure that Kaiser-Hill could demonstrate that the critical skills needed to accomplish the mission at the Site were identified and ~~returned~~ *retained* ~~by~~.

At the onset of the process, RFFO staff from the Assistant Manager for Administration (AMA) organization met with Kaiser-Hill concerning the methodology and format for conducting the analysis. Throughout the process, RFFO technical staff exchanged information with their contractor counterparts to satisfy themselves that critical skills were being identified and that the appropriate staffing levels were being assigned. This exchange of information between RFFO and the Kaiser-Hill team resulted in no critical issues arising during the process.

When the draft analysis was completed, Kaiser-Hill briefed the RFFO AMA staff, and the executive staff, including Mark Silverman, Manager of RFFO. No significant issues arose from review of the draft. Those questions asked related to clarification of some job titles and associated staffing numbers. RFFO technical staff were again encouraged to discuss the draft with their contractor counterparts for any concerns they may have had. The draft was then reviewed and concurred upon by your office.

The United Steelworkers of America Local 8031 reviewed the manpower analysis when it was added into the draft Fiscal Year 1995 Workforce Restructuring Plan. Subsequent to this review, union representatives met with Kaiser-Hill to ensure that the hourly workforce was denoted by the appropriate job classifications and that the current staffing levels were accurate. Please note that the union has not raised any issues concerning RFFO's involvement in the manpower analysis process.

Please contact my office if you have any further questions.

Lenora J. Lewis
Assistant Manager for Administration

ROCKY FLATS ENVIRONMENTAL TECHNOLOGY SITE
MANPOWER ANALYSIS

KAISER-HILL

JUNE 1995

THE METHODOLOGY USED FOR CONDUCTING THE MANPOWER ANALYSIS

The starting point

Kaiser-Hill began the analysis by collecting data based on the 60 job classifications that have been historically used at the Site to report the skill mix of employees. Thoroughly understanding the employee breakout was critical to Kaiser - Hill's ability to define what changes would be required in the employee numbers and mix for the future.

Uncovering discrepancies in existing data

As we proceeded with our analysis, we found numerous discrepancies in the existing data base. This means that some of the numbers in this report could create misconceptions. These errors generally occurred in two areas:

- Over the past years, as employees changed jobs, their *job classification* was not always updated, resulting in some of the discrepancies we have found in the data. For example, the current data base show 462 compliance inspectors on-site. An examination of the work performed by those individuals shows that more than one-half are actually performing other functions such as project coordination, etc.
- Some employees are misclassified. For example, 31 firefighters are actually classified as Office Clerks, Specialized. This too creates discrepancies.

The errors in the data base means that a comparison between the current numbers and our proposed July 1st numbers is sometimes difficult. In many cases, the starting numbers overstate the actual number of people in a category. Thus, the July 1st numbers appear to show a decrease when no real decrease has occurred. The converse also occurs - some July 1st numbers appear to reflect an increase in employees when no actual increase is occurring.

Managing the discrepancies

While the inaccuracies in the data base are troubling, we do not believe that it is possible or appropriate to correct them during Transition. The starting numbers therefore should be used as a general reference point only; they do not always reflect the actual numbers of employees in a given category. Because of these discrepancies in the data base, the most reliable numbers to track are at the major category level, such as engineers, rather than the number of specific types of engineers, such as mechanical, chemical, environmental, etc.

Updated as needed

This analysis was conducted during pre-transition and the first four weeks of on-site Transition. Minor changes can be expected as our Site knowledge grows and conditions shift.

The remainder of this analysis reviews current and projected numbers for each of the 60 job classifications. We have highlighted major changes to be made in the workforce structure, especially the discrepancies in the data where they are significant.

MAJOR CHANGES BY JOB CATEGORY

The following information reviews the Kaiser-Hill Manpower Analysis results. We have included a breakout of the data, a summary of the data numbers, and a discussion of the increases and decreases to the current employee numbers.

1. General Manager, Executives, Program Managers:

General Manager, Executives, Program Managers

JOB TILES	CODE	APRIL 1995	JULY 1, 1995
GM, EXEC., SUPER., PROGR. MGRS			
First Line Supervisors	M010	265	225
General Managers & Executives	M020	267	153
Project and Program Managers	M030	108	122
Other Managers	M040	7	21
Sub-total		647	521

General Manager, Executives, Program Managers summary:

Employee numbers starting April 1995: 647

Projected employee numbers - July 1, 1995: 521

Workforce Increases:

'Other Manager' category increased slightly

Workforce Decreases:

Jobs cuts have occurred across the board in this category, except in Other Managers, as noted above.

2. ENGINEERS

Engineers

ENGINEERS	CODE	APRIL 1995	JULY 1, 1995
Chemical Engineers	E010	14	32
Civil Engineers	E020	26	14
Computer Engineers	E030	161	82
Electrical Engineers	E040	47	26
Environmental Engineers	E050	155	113
Industrial Engineers	E060	16	13
Mechanical Engineers	E070	45	49
Nuclear Engineers	E080	35	63
Petroleum Engineers	E090	0	0
Plant Engineers	E100	231	190
Quality Control Engineers	E110	41	49
Safety Engineers	E120	47	52
Other Engineers	E130	61	80
Sub-total		879	763

Engineer Summary:

Employee numbers starting April 1995: 879

Projected employee numbers- July 1, 1995: 763

Workforce Increases:

There were slight increases in the number of chemical engineers, nuclear/criticality safety engineers, quality engineers, safety engineers, and structural/HVAC (Other Engineers category). We believe these increases can primarily be met by reassigning employees from other on-site categories such as Project/Program Managers, and through the Kaiser-Hill staff brought to the Site. Staffing these positions with the most capable individuals is paramount to our safe operations at the Site. Therefore, offsite recruitment may be required to meet the need for the Nuclear Criticality Safety Engineers. Recent reduction in the workforce from Hanford and Savannah River may provide these needed recruits.

Workforce Decreases:

The only significant decrease is in the area of computer engineers. Some of the computer engineering functions will be assigned to a lower tier subcontractor.

3. SCIENTISTS

Scientists

SCIENTISTS	CODE	APRIL 1995	JULY 1, 1995
Chemists	S010	48	53
Environmental Scientists	S020	118	35
Geologists	S030	4	4
Life Scientists	S040	0	3
Material Scientists	S050	8	47
Mathematician	S060	5	2
Physicists	S070	0	1
Social Scientists	S080	0	0
Other Scientists	S090	0	0
Sub-total		183	145

Scientists Summary:

Employee numbers starting April 1995: 183

Employee numbers projected - July 1, 1995: 145

Workforce Increases:

The Chemist and Material Scientist categories both show an increase. A review of records is being conducted to determine if on-site employees qualified to fill this category are currently listed in other job skill areas.

Workforce Decreases:

Environmental Scientists, who have been responsible for many of the studies previously conducted at the Site, are showing a significant reduction as the work at Rocky Flats shifts from study to remediation.

4. ADMINISTRATION AND OTHER PROFESSIONAL OCCUPATIONS

Administration and Other Professional Occupations

ADMIN & OTHER PROF. OCCUP.	CODE	APRIL 1995	JULY 1, 1995
Accountants & Auditors	P010	28	30
Architects	?	6	0
Buyers, Procurements, & Contract Spec	P030	49	52
Communications Specialists	P040	26	15
Compliance Inspectors	P050	462	201
Computer Systems Analysts	P060	11	7
Cost Estimator, Planners & Schedulers	P070	204	182
Health Physicists	P080	47	46
Industrial Hygienist	P090	11	29
Lawyers	P100	7	4
Personnel & Labor Specialists	P110	30	27
Physicians	P120	2	2
Phys Asst., Nurses & Other Med. Supp	P130	11	10
Safeguards & Other Security Specialist	P140	71	35
Trainers	P150	144	84
Technical Writers & Editors	P160	52	13
Other Admin., & Prof Occupations	P170	28	69
Sub-total		1189	806

**Shading highlights categories with original data discrepancies*

Administration and Other Professional Occupations Summary:

Employee numbers starting April 1995: 1189

Employee numbers projected - July 1, 1995: 806

Workforce Increases:

There is an increase shown in Industrial Hygienists. The data base currently understates the number of Industrial Hygienists on site. Additionally, other resources in this category are being brought to the Site as part of the Kaiser-Hill Team.

Workforce Decreases:

A significant decrease is shown in the Compliance Inspector category for two reasons: 1) Many of the people currently reported as Compliance Inspectors are performing other functions, and 2) a general reduction in this category is appropriate. Communication specialists, trainers, computer systems analysts, cost estimators, personnel specialists, and technical writers also show reductions as we seek to decrease the number of administrative jobs at Rocky Flats and retain staff needed to complete the materials consolidations and remediation activities.

5. GENERAL ADMINISTRATION, SECRETARIAL AND CLERICAL

General Administration, Secretarial and Clerical

GEN ADMIN, SEC & CLERICAL	CODE	APRIL 1995	JULY 1, 1995
Administrative Assistants	G010	217	59
Office Clerks (General)	G020	26	23
Office Clerks (Specialized)		352	193
Secretaries	G040	185	136
Typists & Word Processors	G050	10	10
Other Admin., Sec & Clerical Support	G060	12	33
Sub-total		802	454

**Shading highlights categories with original data discrepancies*

Administration, Secretarial and Clerical Summary:

Employee numbers starting April 1995: 802

Employee numbers projected July 1, 1995: 454

Workforce Increases:

Other Administration, Sec., and Clerical Support increase slightly due to some limited reclassification.

Workforce Decreases:

Reductions occur across the board. The starting number is overstated in this category due to misclassifications in the data base (For example, 31 firefighters are currently classified as Office Clerks, Specialized).

Aside from general reductions, a large number of functional tasks for Administrative Assistants (i.e., Document Control and Record Retention functions) will shift to lower-tier subcontractors, creating the decrease in numbers.

6. TECHNICIANS

TECHNICIANS	CODE	APRIL 1995	JULY 1, 1995
Computer Operators/Coders	T010	12	9
Drafters	T020	16	8
Engineering Technicians	T030	119	37
Environmental Science Technicians	T040	40	135
Health Physics Technicians	T050	372	333
Industrial Safety & Health Technicians	T060	139	49
Instrument & Control Technicians	T070	181	103
Laboratory Technicians	T080	114	61
Media Technicians	T090	0	0
Survey & Mapping	T100	0	2
Other Technicians	T110	0	3
Sub-total		993	740

**Shading highlights categories with original data discrepancies*

Technicians Summary:

Employee numbers starting April 1995:	993
Employee numbers projected July 1, 1995:	740

Workforce Increases:

None

Workforce Decreases:

The number of sitewide Technicians decreased across the board. A review of the data indicates that starting numbers of the Environmental Sciences Technicians are significantly understated, while the starting numbers for the Industrial Safety and Health Technicians and Instrument and Control Technicians are both significantly overstated in the original data. Thus the real changes in those groups are far less significant than they appear to be.

7. CRAFTS

CRAFTS	CODE	APRIL 1995	JULY 1, 1995
Carpenters	C010	32	26
Electricians	C020	84	76
HVAC Mechanics	C030	0	0
Machinists	C040	81	65
Millwrights	C060	0	0
Painters	C070	35	26
Plumbers & Pipe fitters	C080	83	64
Structure & Metal Workers	C090	28	23
Vehicle & Mobile Equip. Mechanics	0100	18	15
Welders	C110	2	0
Other crafts	C210	12	13
	Sub-total	375	308

Crafts Summary:

Employee numbers starting April 1995: 375

Employee numbers projected July 1, 1995: 308

Workforce Increases:

None

Workforce Decreases:

Decreases occurred across the board. Most crafts decreased only slightly. The largest reduction is in the area of Production Machinists.

8. OPERATORS

Operators

CRAFTS	CODE	APRIL 1995	JULY 1, 1995
Chemical Systems Operators	R010	217	214
Drillers	?	0	0
Material Moving Equip. Operators	R030	5	5
Nuclear Plant Operators	R040	0	0
Nuclear Waste Process Operators	R050	0	0
Production Systems Operators	R060	19	2
Utilities Systems Operators	R070	126	110
Other Operators	R080	13	17
SOC Operators	R081	0	14
Sub-total		380	362

Operators Summary:

Employee numbers starting April 1995: 380

Employee numbers projected July 1, 1995: 362

Workforce Increases:

None

Workforce Decreases:

Only minimal reductions occurred in this category. These staff are extremely important to the continued safe operations of the buildings, and the materials consolidation and waste management activities.

9. LABOR AND GENERAL SERVICE WORK

Labor and General Service Work

LABOR & GEN SERVICE WORK	CODE	APRIL 1995	JULY 1, 1995
Firefighters	L010	49	45
Food Service Workers	?	0	0
Janitors & Cleaners	L030	98	77
Laundry Workers	L040	15	12
Material Handlers, Helpers & Labor (Gen)	L050	6	13
Material Handlers, Helpers & Labor (Spec)	L060	82	60
Light Vehicle Drivers	L070	35	31
Security Guards	L080	268	253
Other Labor & General Service Workers	L090	0	0
Vehicle Service Attendants	L091	6	4
Sub-total		559	495

Labor and general Services Work Summary:

Employee numbers starting April 1995: 559

Employee numbers projected July 1, 1995: 465

Workforce Increases:

None

Workforce Decreases:

Reductions were experienced in all these categories.

MANPOWER ANALYSIS SUMMARY

The Manpower Analysis provides Kaiser-Hill with a key understanding of the skills and number of employees that will be required to operate the Rocky Flats Environmental Technology Site in a safe manner as we shift towards actively consolidating materials and waste and cleaning up Rocky Flats.

Job Category	April 1995	July 1, 1995
1. General Manager, Executives, Program Managers	647	521
2. Engineers	879	763
3. Scientists	183	145
4. Administration and Other Professional Occupations	1189	806
5. General Administration, Secretarial and Clerical	802	454
6. Technicians	993	740
7. Crafts	375	308
8. Operators	380	362
9. Labor and General Service Work	559	465
Total	6,007	4,594*

Total Site Employee Numbers Starting April 1995: 6,007

Total Site Employee Numbers Starting July 1, 1995: 4,594*

*Includes 180 Kaiser-Hill Team member employees who will join the Site population on July 1st.

APPENDIX 4-

COST BENEFIT ANALYSIS

Cost Benefit Analysis From Plan Actions

(Completed by September 1, 1995)

666 separated by March 31	\$19,980,000*
966 separated by June 30	\$14,490,000*
300 separated by August 31	\$1,500,000*
50 separated by Septmeber 30	\$0.00*
	\$35,970,000
 FY'95 Potential Cost Savings	\$35,970,000
FY'95 Work Force Restructuring Costs	<u>\$21,135,971</u>
Total Potential Cost Savings in FY'95	\$14,834,029
 FY'96 Potential Cost Savings	\$118,920,000
FY'96 Work Force Restructuring Costs	<u>\$34,334,099</u>
Total Potential Cost Savings in FY'96	\$84,585,901
 FY'97 Potential Cost Savings	\$118,920,000
FY'97 Work Force Restructuring Costs	<u>\$2,010,750</u>
Total Potential Cost Savings in FY'97	\$116,909,250

* Amount used for savings is based on \$5,000/month per employee separating and that all employees separated by the dates shown.

APPENDIX 5 -
VOLUNTARY SEPARATION PAYMENT
PROGRAM

**Rocky Flats Environmental Technology Site
Voluntary Separation Payment Program
Guidelines**

The following guidelines have been established to accomplish workforce restructuring activities under Section 3161 of the National Defense Authorization Act of Fiscal Year 1993. Employees participating in the Voluntary Separation Payment Program will not be eligible to return to work at Rocky Flats with DOE or any contractor or subcontractors for one year unless they pay back the voluntary separation payment to DOE.

• **Voluntary Separation Payment Program Benefits**

- Voluntary Separation Payments will be based on continuous years of service since the latest hire date with the current contractor or its predecessor at the Rocky Flats Site or Oxnard Facility in accordance with the attached table.
- Medical Benefits may continue after separation. The company and the employees will pay their normal contribution to the premium the first year after separation, the company will pay 50 percent of the applicable Consolidated Omnibus Budget Reconciliation Act (COBRA) rate the second year; and coverage may be continued thereafter at employee expense (COBRA) rate, provided an employee is not eligible for such coverage under another group health insurance plan including a spouse's plan, or Medicare. However, employees continue to be eligible for COBRA continuation coverage even when they are eligible for other coverage, until they actually obtain alternate coverage.
- Career assistance services will be provided on-site prior to separation and after separation from the Site at the off-site Career Assistance Centers.
- Relocation expenses of \$4000 will be reimbursed for documented expenses of relocation during the 12 months following separation, provided the hiring company does not reimburse relocation.
- Tuition reimbursement up to \$5,000 per year for two years per participant will be reimbursed for an approved course of study to a maximum of \$10,000 or completion of the approved plan of study whichever comes first.

Eligibility for Voluntary Separation Payment Program

All M&O and eligible subcontractor personnel (as defined in the introduction of the FY 1995 Workforce Restructuring Plan) at the Rocky Flats Site and Oxnard Facility are eligible to apply for voluntary separation when offered by their employer.

Each application will be screened by the M&O Contractor/Integrating Contractor or eligible subcontractor, using the following criteria to accept or reject those applicants.

- Impact to critical Environmental, Safety, and Health mission supported by the applicant,
- Impact to critical Safeguard and Security mission supported by the applicant,
- Creates a condition which would require hiring off-site to backfill the vacancy,
- Probability that the applicant will be involuntarily separated,
- Probability that the voluntary separation by the applicant will save another worker from being involuntarily separated.

Rocky Flats Environmental Technology Site
Voluntary Separation Payment Schedule

<u>Years of Service</u>	<u>Percent of Annual Base Pay</u>
Up to 2	25
2	27
3	29
4	31
5	33
6	35
7	37
8	39
9	41
10	43
11	45
12	47
13	49
14	52
15	55
16	58
17	61
18	64
19	67
20	70
21	73
22	76
23	79
24	82
25-26	85
27-28	88
29-30	91
31-32	94
33-34	97
35 +	100

APPENDIX 6 -
COST MATRIX BY FISCAL YEAR FOR
WORKFORCE RESTRUCTURING

<u>INITIATIVE</u>	<u>FY 1995*</u>	<u>FY 1996*</u>	<u>FY 1997*</u>	<u>TOTAL</u>
TOTAL SEPARATION COSTS INCLUDING PAYROLL TAXES	<u>\$12,814,971</u>	<u>\$24,341,599</u>	<u>-0-</u>	\$37,156,570
Voluntary Separation Program **	\$11,382,218	\$20,520,149	-0-	
Involuntary Separation ***	\$1,432,753	\$3,821,450	-0-	
HEALTH INS. CONTINUATION ****	\$1,291,000	\$5,237,500	\$1,210,750	\$7,739,250
SEPARATED WRK RETRAINING	\$525,000	\$2,225,000	\$800,000	\$3,550,000
TRANSITION WORKSHOPS	\$365,000	-0-	-0-	\$365,000
RELOCATION	\$230,000	\$680,000	-0-	\$910,000
CAREER ASSISTANCE CENTER/ WORKFORCE RESTRUCTURING	\$3,240,000	\$1,500,000	-0-	\$4,740,000
LABOR MANAGEMENT COUNCIL/ PEER DISPLACEMENT ADVISORS	\$420,000	-0-	-0-	\$420,000
RETAINED WRKR RETRAINING *****	\$2,150,000	\$250,000	-0-	\$2,400,000
STHLDR/COMMUNITY SUPPORT	\$100,000	\$100,000	-0-	\$200,000
<u>TOTAL</u>	<u>\$21,135,971</u>	<u>\$34,334,099</u>	<u>\$2,010,750</u>	<u>\$57,480,820</u>

- * Includes FY'95 ripple into subsequent years
- ** Voluntary separation program costs based on 520 workers@\$21,888.88/person for FY'95 + 966 workers@\$21,242.39/person for FY'96
- *** Involuntary separation costs based on 146 workers@\$9,813.38/person (mix of hourly, salaried exempt, & salaried non-exempt) for FY'95 and 300 workers@\$11,500/person (all salaried exempt) + 50 hourly employees@\$7,429/person who will be separated in September for FY'96
- **** Assumes 50 percent participation rate
- ***** Retained worker retraining includes monies for the Rocky Flats Institute, Tuition Reimbursement, & retraining for new positions in FY'95 plus only monies for the Rocky Flats Institute in FY'96

APPENDIX 7-
120 DAY NOTIFICATION LETTERS

memorandum

DATE NOV 2 1994

REPLY TO
ATTN OF:

HRISD:BW:11362

SUBJECT:

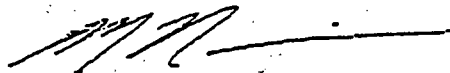
120-Day Notification of Workforce Restructuring for Fiscal Year 1995

TO:

W. R. Gillison
General Manager
Wackenhut Services, Inc.

In accordance with Section 3161 of the National Defense Authorization Act, you are hereby authorized to issue the 120-day notification of pending workforce realignments for FY 1995. This issue must notify all employees of future staffing impacts due to change of mission, skill mix requirements, budget limitations, and programmatic requirements.

As you are aware, RFFO is in the process of finalizing the draft FY 1995 Workforce Restructuring Plan to be submitted to Headquarters 45 days from the date of the 120-day notice. It is imperative that WSI provide RFFO with estimates of how many and what types of jobs will be impacted in FY 1995 by December 2, 1994, or as soon as practicable.



Mark N. Silverman
Manager

United States Government

Department of Energy
Rocky Flats Field Office

memorandum

DATE: NOV 3 1994

REPLY TO
ATTN OF:

HRISD:BW:11361

SUBJECT:

120-Day Notification of Workforce Restructuring for Fiscal Year 1995

TO:

Anson Burlingame
President
EG&G Rocky Flats, Inc.

In accordance with Section 3161 of the National Defense Authorization Act, you are hereby authorized to issue the 120-day notification of pending workforce realignments for FY 1995. This issue must notify all employees of future staffing impacts due to change of mission, skill mix requirements, budget limitations, and programmatic requirements.

As you are aware, RFFO is in the process of finalizing the draft FY 1995 Workforce Restructuring Plan to be submitted to Headquarters 45 days from the date of the 120-day notice. It is imperative that EG&G provide us with the workforce analysis no later than December 2, 1994, for inclusion into the plan.

Mark N. Silverman
Manager

WACKENHUT

SECURITY SYSTEMS AND SERVICES THROUGHOUT THE WORLD

WACKENHUT SERVICES INCORPORATED
ROCKY FLATS
P.O. BOX 1719
BROOMFIELD, CO 80038

NOV 28 1994

WSI-HRD-RFETS-94-6349

TO: ALL WSI, Rocky Flats Environmental Technology Site Employees

ROCKY FLATS WORK FORCE RESTRUCTURING PLAN

Rocky Flats is transitioning to a new mission that revolves largely around environmental cleanup, management, and restoration. It requires different job skills than those needed for our past production role. Reduced budgets in both Defense Programs and Environmental Management, along with this change in the Site's mission, will require additional reductions in the work force during Fiscal Year 1995 (FY95).

DOE-RFFO is required by Section 3161 of the National Defense Authorization Act to provide employees with a 120-day notification of any possible realignment of the work force of reduction in personnel. DOE-RFFO issued that notification on November 22, 1994. This letter is a confirmation of that action.

The November 22, 1994, notification has triggered a series of activities, including the finalization process of the FY95 Rocky Flats Environmental Technology Site Work Force Restructuring Plan (WFRP). DOE-RFFO is preparing a final draft of the WFRP. When the draft plan is issued, copies will be available for examination in the Public Affairs Office, shift briefing room, and the Human Resource Department. The final plan will be sent to DOE headquarters for approval before submittal to Congress.

As we finalize our FY95 budget, employees who may be directly affected will be notified by their managers. We are finalizing the budget process and Security Emergency Response Plan (SERP) which will identify units necessary and requirements for the protection of SNM as well as the Health and Safety of employees at RFETS and the community. It is important to reiterate that both hourly and salaried employees may be affected by the significantly reduced FY95 operating budget. Therefore, we expect restructuring activities to continue throughout the year. The majority of personnel reductions will occur in the 2nd and 3rd quarters of the fiscal year, with other reductions occurring on an as needed basis.

We encourage employees to avail themselves of existing training and educational programs offered through the Career Assistance Center and the traditional Tuition Reimbursement Program.

Professionalism With Integrity

NOV 28 1994

It is also important to note that implementation of any reduction plan will include outplacement programs, career advising, and retraining opportunities through the Career Assistance Center which is available for use by all employees. Any reductions or realignments will be in accordance with collective bargaining agreements and site procedures. I am also committed to working toward a goal that accomplishes the majority of this downsizing effort through voluntary separations.

The Guard Post, along with other communication vehicles and publications, will continue to be a source of information for employees throughout this process so that we may all plan for a new future for Rocky Flats. We are committed to support our employees and ensure the lines of communication remain open. Please feel free to call Gail Bange at extension 5732 or the Career Assistance Center at extension 4785, if you have any questions or concerns.

Sincerely,



William R. Gillison
General Manager
WSI-RFETS

WFG:sjd



EG&G ROCKY FLATS, INC.
ROCKY FLATS PLANT, P.O. BOX 464, GOLDEN, COLORADO 80402-0464 • (303) 966-7000

November 28, 1994

94-RF-09167
3220.1

To All EG&G Rocky Flats, Inc. Employees

ROCKY FLATS WORK FORCE RESTRUCTURING PLAN - AHB-190-94

Rocky Flats is transitioning to a new mission that revolves largely around environmental cleanup, management, and restoration. It requires different job skills than those needed for our past production role. Reduced budgets in both Defense Programs and Environmental Management, along with this change in the Site's mission, will require additional reductions in the work force during Fiscal Year 1995 (FY95).

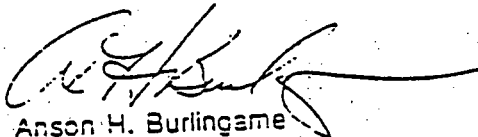
DOE, RFFO is required by Section 3161 of the National Defense Authorization Act to provide employees with a 120-day notification of any possible realignment of the work force or reduction in personnel. DOE, RFFO issued that notification on November 22, 1994. This letter is a confirmation of that action.

The November 22, 1994 notification has triggered a series of activities, including the finalization process of the FY95 Rocky Flats Environmental Technology Site Work Force Restructuring Plan (WFRP). DOE, RFFO is preparing a final draft of the WFRP. When the draft plan is issued, copies will be available for examination in Employee Communications, Building 111, Community Relations, Building T130F, and Human Resources, Building 452. The final Plan will be sent to DOE, Headquarters for approval before submittal to Congress.

We are finalizing the work package development process for FY95 which will identify skills affected by a significantly reduced defense production budget. It is important to reiterate that the job classifications most likely to be affected will be salaried, although as we move through the year we will continue to move both salaried and hourly into the job classifications necessary to carry out the Site's mission. Therefore, we expect restructuring activities to continue throughout the year. The majority of personnel reductions will occur in the second quarter of the fiscal year with other reductions occurring on an as needed basis. As we finalize our FY95 budget, employees who may be directly affected will be notified by their managers. Those salaried employees affected will be placed into the Work Force Transition Program. We encourage employees to avail themselves of existing training and educational programs offered at the Site.

It is also important to note that implementation of any reduction plan will include out placement programs, career advising, and retraining opportunities through the Career Assistance Center which is available for use by all employees. Any reductions or realignments will be in accordance with collective bargaining agreements and Site procedures. I am also committed to work toward a goal that accomplishes the majority of this downsizing effort through voluntary separations.

The Horizon, along with other communication vehicles and publications, will continue to be a source of information for employees throughout this process so that we may all plan for a new future for Rocky Flats. We are committed to support our employees and ensure the lines of communication remain open. Please feel free to call Employee Communications at 966-7259 or the Career Assistance Center at 966-4725, if you have any questions or concerns.



Anson H. Burlingame
President
EG&G Rocky Flats, Inc.

MMD:teb

WACKENHUT

SECURITY SYSTEMS AND SERVICES THROUGHOUT THE WORLD

WACKENHUT SERVICES INCORPORATED
ROCKY FLATS
P.O. BOX 1719
BROOMFIELD, CO 80038

FEB 13 1995

WSI-HRD-RFETS-95-5178

To All WSI-RFETS Employees

ROCKY FLATS WORK FORCE RESTRUCTURING ACTIVITIES

The Rocky Flats transition to a new mission focusing on environmental cleanup, management, and restoration is an ongoing process. The Department of Energy (DOE) previously issued a 120-day notice of pending restructuring activities to all Rocky Flats employees on November 22, 1994, projecting reductions of up to 700 Rocky Flats workers during FY95.

However, DOE has now announced that further budget reductions are required in FY95, FY96, and beyond. Based on the requirements of Section 3161 of the National Defense Authorization Act to provide employees with a 120-day notification of any possible realignment of the work force or reduction in personnel at the Rocky Flats Environmental Technology Site, DOE issued a second 120-day notice for FY95 on February 10, 1995. New projections are that up to 2,400 (1,700 additional) workers will be separated during Calendar Year 1995 from the M&O's, Integrating Contractors, and subcontractors. Pursuant to the Worker Adjustment and Notification Act (WARN), 29 U.S. C. 2101 et. seq., this letter serves as notice that permanent layoffs as a result of this second notice will occur in the 1st quarter of FY96.

These notifications have triggered a series of activities, including the finalization process of DOE's FY95 Rocky Flats Environmental Technology Site Work Force Restructuring Plan (WFRP). DOE-RFFO has prepared the plan that is available for review in Human Resources, Building T119B and Work Force Restructuring, Building T130J. The final Plan will be sent to DOE Headquarters for approval before its submittal to Congress.

The new budgets will require further reductions of workers employed by WSI to meet the overall goal of reducing 2400 Rocky Flats workers from the Site. Most WSI employees are likely to be affected. Although there are no specific groups being targeted at this time, there may be changes when the new integrating contractor assumes operation of the Site. Therefore, we expect restructuring activities to continue throughout the year. All

FEB 13 1995

WSI-HRD-RFETS-95-5178

Page 2 of 2

reductions and realignments will be in accordance with collective bargaining agreements and Site policies and procedures.

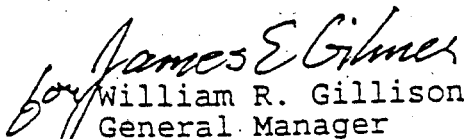
It is anticipated that the Voluntary Separation Payment Program (VSPP) now in process will reduce the WSI headcount by 38. If this does not happen, employees will be notified and involuntarily laid off by March 28, 1995. These personnel reductions will take place in the third quarter of FY95 to bring the reductions under the first 120-day notice to the 700 employees, 50 of which will be WSI, originally announced. Up to another 1,700 Site employees will be reduced by the new integrating contractor by the end of the first quarter of FY96 under the 120-day notice dated February 10, 1995.

The involuntary layoff process will be implemented with layoff notices issued on or about March 28, 1995. Employees will be selected for layoff per the selection criteria outlined in the FY94 Work Force Restructuring Plan. These employees will receive the benefits outlined in the FY95 Work Force Restructuring Plan.

Please be aware that outplacement programs, career advising, and retraining opportunities are available to all employees now and after separating under a voluntary or involuntary separation program. We encourage employees to fully utilize the training, educational programs, and other services offered through the Career Assistance Center, Building T130J.

The Guard Post and Horizon, along with other communication vehicles and publications, will continue to provide information for employees throughout this process. We remain committed to providing you with the most complete information available upon which to make these important decisions about your future. Please feel free to call Human Resources at extension 5732 or 5733, or the Career Assistance Center at extension 4785, if you have any questions or concerns.

Sincerely,


William R. Gillison
General Manager
WSI-RFETS

WRG:GB:sjd

Contact: Jennifer Thompson, 303/966-6285 Pager: 966-4000/id7815

95-051

Reduction in force Initiated at Rocky Flats Environmental Technology Site

GOLDEN, Colo., May 11, 1995 — The U.S. Department of Energy today announced the schedule for implementation of a major reduction in force at the Rocky Flats Environmental Technology Site. Activities may affect up to 1,700 positions at the site. This reduction in force was first announced on Feb. 8, 1995, with the issuance of a 120-day notification.

The schedule includes the offering of a Voluntary Separation Payment Program later this month, followed by involuntary separations in August (See attached).

Restructuring activities at Rocky Flats are part of a nationwide effort by the Department of Energy to reduce its contractor personnel by 19,000 by the end of Fiscal Year 1996. These reductions are budget-driven and are designed to make the Department of Energy more efficient and cost effective.

"We are in the midst of fundamental change," explained Department of Energy, Rocky Flats Field Office Manager Mark Silverman. "We are in transition at Rocky Flats, throughout DOE and the total federal government."

"This is a very difficult time for our work force," Silverman said. "Employees are being faced with a lot of change — a change in contractor, reduction in budget and this reduction in force. We are doing everything possible to ensure that all employees are treated fairly and are provided with the resources they need to seek new career options. The goal is to have as many people as possible leave through the Voluntary Separation Payment Program, reducing the number of people who will have to be laid off."

Although the restructuring is expected to primarily affect EG&G Rocky Flats Inc. employees, other contractors, including the site's security contractor, Wackenhut Services Inc., will also be affected by the restructuring.

"Even with these reductions, we will still ensure the maintenance of the number of people with the required skills necessary to protect the safety of the worker, the public and the environment," Silverman said.

- more -

Work force restructuring activities at the site are requested and approved by the Department of Energy, and implemented by EG&G Rocky Flats Inc. and Wackenhut Services Inc., the site's current prime contractors. In April, Kaiser-Hill Company L.L.C. was awarded the new integrating management contract for Rocky Flats under the Department of Energy's contract reform initiative. Kaiser-Hill will assume responsibilities at the site July 1. In the meantime, Kaiser-Hill is involved in transition activities at the site, part of which includes assessing work force requirements and issuing employment letters to those employees necessary to fulfill the site mission.

The reduction in force is structured so that employees not provided employment with the Kaiser-Hill team (Kaiser-Hill Company L.L.C. and its direct subcontractors: Safe Sites of Colorado, Rocky Mountain Remediation Systems, Wackenhut Services Inc., Dyncorp and Quanterra) will be separated by the site's current contractor, EG&G Rocky Flats Inc.

In accordance with section 3161 of the 1993 National Defense Authorization Act, a revised Draft Work Force Restructuring Plan is being developed by the DOE, Rocky Flats Field Office, in consultation with employees and local stakeholders. The plan is intended to minimize the effects of these restructuring activities on Rocky Flats workers and their communities and outlines the benefits for workers affected by this restructuring. Relocation and outplacement assistance, medical benefits and provisions for retraining opportunities are included in the plan.

"Extensive efforts are in place to assist employees with finding a new job once they leave Rocky Flats," Silverman said. "Both onsite and offsite Career Assistance Centers are available. These centers provide numerous services including resume writing, interviewing and job lines."

The 1,700 reduction in force is in addition to a reduction of 700 which occurred earlier this year and was accomplished through voluntary separation and involuntary layoff. Of the 700 employees, 482 left under the voluntary program.

The current employment level for the site's prime contractors is approximately 5,900, including EG&G Rocky Flats Inc. and Wackenhut Services Inc. employees. This number is expected to drop to approximately 4,200 following work force restructuring activities scheduled to occur over the next several months. In the past, prime contractor employment levels at the site had risen as high as approximately 7,500. This occurred during 1991 when the site was preparing for the resumption of weapons production and implementing more stringent safety and operations standards.

**Rocky Flats Environmental Technology Site
Work Force Restructuring Activities Schedule**

Editor's note: The following are the major work force restructuring activities scheduled to occur over the next several months:

- A work force analysis is being conducted by the Kaiser-Hill team to determine the employee skills mix required to meet the mission needs at Rocky Flats under its new Integrating management contract. This will ensure that the proper skills mix and job functions are maintained for work at the site. The work force analysis is scheduled to be completed June 8.
- EG&G Rocky Flats Inc. plans to offer a Voluntary Separation Payment Program to its employees, both salary and hourly. This program includes a one-time, enhanced separation payment plus a combination of other incentives which are within the Department of Energy-approved Work Force Restructuring Plan. The application period for this voluntary program is scheduled to run from May 22 through June 16 with a four-day rescission period ending June 20 to allow employees time to change their minds.
- The Kaiser-Hill team is scheduled to begin sending letters for employment to EG&G employees in May with most offers out by June 14. The timing of these letters is such that employees who may not receive a position with Kaiser-Hill or its direct subcontractors will still have time to participate in the voluntary program if they choose to do so. Employees will have until June 20 to either accept or reject their new position with the Kaiser-Hill team. The Kaiser-Hill Company will assume the United Steelworkers contract as currently negotiated and all its covered employees.
- At the conclusion of the voluntary program, EG&G Rocky Flats Inc. will issue Worker Adjustment and Retraining Notifications to those salaried employees either not offered employment or who decline offers of employment with Kaiser-Hill. This is expected to begin on June 26. Employees to be laid off will receive this notice and a severance package based upon their length of service. The reduction in force is expected to be completed by Aug. 28.

APPENDIX 8
STANDARD AREA WAGE RATES
FOR CRAFTS

LOCAL UNION	Hours required in a year to maintain full health benefits
Asbestos Workers, Local 28	1600 hours
Boilermakers, Local 101	1000 hours
Bricklayers, Local 7	1000 hours
Carpenters District Council	1560 hours
Carpenters, Local 1396	1560 hours
Carpet & Resilient Tile, Local 419	1320 hours
Cement Masons, Local 577	1440 hours
Electricians, Local 68	1620 hours
Operating Engineers, Local 9	1600 hours
Glaziers, Local 930	1600 hours
Ironworkers, Local 24	1200 hours
Laborers District Council	1440 hours
Laborers, Local 720	1440 hours
Millwrights, Local 2834	1560 hours
Painters & Drywall, Local 79	1440 hours
Plumbers & Gas, Local 3	1500 hours
Pipefitters, Local 208	1500 hours
Roofers, Local 41	1200 hours
Sheet Metal, Local 9	1920 hours
Sprinkler Fitters, Local 669	1700 hours
Teamsters, Local 13	1600 hours

APPENDIX 9-
STAKEHOLDER COMMENTS
AND
PUBLIC MEETINGS

Stakeholder input and comments were received in several forums including briefing and informational meetings, comment periods, and work group meetings.

BRIEFING AND INFORMATIONAL MEETINGS

June 7, 1994	Public Meeting held at Arvada Center, Arvada, Colorado. Sponsored jointly by DOE and EG&G
June 16, 1994	Two employee informational meetings held on site. Sponsored jointly by DOE and EG&G
Oct.-Nov. 1994	Sixteen employee informational meetings held on site. Sponsored by EG&G.
Dec. 21-22, 1994	Two employee informational meetings held on site. Sponsored jointly by DOE and EG&G.
May 1995	Sixteen employee informational meetings held on site. Sponsored by EG&G and Kaiser-Hill

COMMENT PERIOD

A public comment period was opened and advertised May 24, 1994 through June 24, 1994. A second comment period was opened for one week in June of 1995.

WORK GROUP MEETINGS

Monthly meetings are held by the Worker Impacts Committee to discuss ongoing issues related to work force restructuring. members of this committee include union representatives, congressional delegates, DOE/RFFO employees, EG&G employees, Rocky Flats Local Impacts Initiative members, and local businesses.

In addition, a weekly labor/Management Council meeting is held. The council is comprised of three EG&G salaried representatives; three EG&G United Steelworkers representatives; one WSI salaried representative; one WSI United Government Security Officers of America Union representative, one J. A. Jones representative; and one Colorado Building Trades representative. The Council's charter is to provide oversight for the retraining of surplus Rocky Flats workers, to assist in the operation of the Career Assistance Centers, and to provide support for restructuring activities.

STAKEHOLDER COMMENTS FY 1995 WORK FORCE RESTRUCTURING PLAN

COMMENTS

SUBJECT

30

HEALTH INSURANCE COVERAGE - Thirty comments were received regarding medical, dental, and vision coverages. Comments included requests to drop the spousal coverage restriction, extend the length of medical coverage, and add dental and vision coverage.

- 30 VSPP/BENEFITS ELIGIBILITY - These comments addressed the eligibility of employees for the benefits offered in the plan, especially through the Voluntary Separation Payment Program. Requests included removal of the September 27, 1991 'Cold War Warrior' limitations, opening of the Voluntary Separation Payment Program to all employees, and subcontractor eligibility.
- 29 WORK FORCE RESTRUCTURING PROGRAM PROCESS AND ADMINISTRATION - Comments in this area focused on the actual program process and its administration including recommendations for closer oversight by DOE, third party administration, and a DOE appeals board.
- 19 MISCELLANEOUS - This category is comprised at one-time comments covering a variety of issues including economic development of the site, concern over still unemployed separated workers, and a request for stakeholder organization lists.
- 18 EDUCATION/TRAINING - Comments regarding education and retraining addressed areas for both separating employees and remaining employees. The comments included statements on apprenticeships, retraining of at-risk employees for other site positions, and educational benefits for separated workers.
- 10 STAFFING PLAN/JOB DESCRIPTIONS - The ten comments received addressed the need for current specific job descriptions and an accurate staffing plan for future employment needs.
- 7 PROGRAM FUNDING - Several comments were received from individuals concerned with how the decrease in DOE funding will impact work force restructuring programs.
- 6 YEARS OF SERVICE - Comments were received requesting that continuous employment in the federal and/or DOE system be considered as years of service for purposes of the VSPP.
- 4 RETIREMENT - These comments requested that another early retirement package be offered at the site as part of work force restructuring.
- 4 REHIRE ELIGIBILITY/PREFERENTIAL HIRING - These comments were directed at establishing time limits on rehire eligibility for VSPP participants and preferential hiring status for involuntarily separated personnel.

APPENDIX 10-
SCHEDULE OF
WORKFORCE RESTRUCTURING BENEFITS

Schedule of Benefits

	Elect to Retire	Voluntarily Separated	Involuntarily Separated	M&O Employee	Construction Worker	Subcontract Employee
Early Retirement Incentives	X			X		O
Voluntary Separation Incentives		X		X		O
Training for New Missions			X	X	O	O
Tuition Assistance		X	X	X	O	O
Relocation Assistance		X	X	X	O	O
Preference in Hiring			R	R	R	R
Outplacement		X	X	X	X	X
Construction Worker Benefit					R	
Displaced Worker Medical Benefits		X	X	X		

R = Required benefit if employee meets job attachment test
 X = Should be considered
 O = Generally not appropriate except in special circumstances